



#Putting Marylanders Back to Work

Benchmarks of Success for Maryland's Workforce System

WIOA Alignment Group

1:00 – 4:00 PM, November 26, 2018

DLLR

1100 N. Eutaw Street, Baltimore, MD 21201

Part I: Combined Meeting of WIOA Alignment Group and Committee Leadership Teams

1:00 – 2:30 PM

Attendees: Erin Roth, Augustin Ntabaganyimana, Brittney Crisafulli, Bryan Moore, James Rzepkowski, Jody Boone, LiLi Taylor, Linda Webb, Lloyd Day, Michael DiGiacomo, Milena Kornyl, Scott Dennis, Susan Kaliush, Terry Gilleland, and Natalie Clements

Handouts:

- Agenda,
- ICF Consultant Memo,
- Quantitative Committee Analysis,
- Qualitative Committee Analysis,
- November Committee Overview,
- Policy Recommendations Report, and
- Committees Action Plan for 2019

Minutes

I. Welcome and Introductions

- The purpose of this meeting is to review progress made in 2018, see where the implementation work is, and to plan for 2019. Great partnerships were formed and leveraged this year.

II. Overview of ICF Consultant Memo

- Joy Raymond was the ICF Consultant contracted to help implement the Benchmarks of Success. He addressed a memo to Erin Roth and Richard Reinhardt to share with the WIOA Alignment Group.
- In this memo, he suggests recommendations to support the implementation of the Benchmarks of Success as well as recognizes the great progress the Maryland Workforce System made this year.
- The memo recommends that the Maryland Workforce System continue to analyze the effectiveness and efficiency of programs, determine where the gaps are, and resources to

systems work. The WIOA Alignment Group will explore what it means to dedicate resources at a future meeting.

- The WIOA Alignment Group will take the memo's recommendations into account when forming the 2019 Global Work Plan.
- The memo recognizes that change is hard, and it is challenging to add on to already full staff responsibilities, but the committees have accomplished good work this year and need to stay aligned.

III. Overview of Committees Work in 2018

- 2018 was the first implementation year of the Benchmarks of Success. LiLi Taylor and Natalie Clements developed a seven question survey, a mix of closed and open-ended questions, to interview committee leadership. The Committee Leadership 2018 Feedback Poll is a summary of the qualitative analysis of the survey.
 - The survey results show that committee leadership are proud of the accomplishments made in 2018; a lot of deliverables were produced this year. The committee structure was found to be positive in terms of partner representation.
 - Suggested improvements include leveraging technology to include more geographically diverse partners in meetings and soliciting input from the committees to determine the timeline of deliverables.
 - Leadership expressed that their opinions had been included in the work of committees, but they could be better connected to the WIOA Alignment Group and the Executive Steering Committee.
 - In 2019, the committees plan to continue their work started this year, along the same trajectory; however, Unemployment Insurance and Community Service Block Grant need to be brought to the table in committees where they are not already represented.
- The Analysis of Partner Representation: Member Attendance is a quantitative analysis of Workforce System partner representation at committee meetings. Community Service Block Grant representation appears lower, for they were added to the committees later on. There is an opportunity for Unemployment Insurance to review representatives. WIOA Alignment Group members will review their organizations' representation on the committees and fill any gaps.

IV. Committee Report-Outs

A. Overview

- The Communications Committee is tracking with the Global Work Plan, producing monthly newsletters and moving forward on the development of collateral materials and enhancements to the website. Partner participation is uneven on this committee, which continues to lack regular participation in attendance and virtual contributions
- The Data and Dashboard Committee's deliverables diverged from the original plan based on identified needs. The committee has been extremely productive and has enjoyed steady and strong partner participation. By November, the Data and Dashboard

Committee completed calculation methodologies for four of the five strategic goals, provided the WIOA Alignment Group with rough draft baseline metrics for strategic goal #1, and finalized a draft design for a data dashboard. The committee is continuing to collect data from partners to calculate more refined baseline measures.

- The Policy Committee is tracking with the Global Work Plan. The committee met virtually in November to finalize a policy recommendations report. Partner representation and participation on the Policy Committee is strong.
- The Professional Development and Technical Assistance work group, formed by the WIOA Alignment Group in September, met four times to develop a draft proposal for review by the WIOA Alignment Group. The workgroup elected to keep the framework at a high level pending review and confirmation from the Executive Steering Committee that the work is going in the right direction.

B. Communications Committee

- The Communications Committee focused on their collateral materials (poster, flyer, and rack card) in their last meeting. The Department of Human Services is taking the lead on design. The collateral materials will be complete by the end of January.
- The Communications Committee started 2018 with brainstorming of goals, target audiences, messages, tactics, and a strategic timeline, developing the Communications Plan.
- They strategically released videos for different target audiences. The last video is scheduled for release on Wednesday, December 19th. Monthly newsletters highlight success stories, committee updates, partner updates, and links to resources.

C. Policy Committee

- The Policy Committee is proud of its great membership participation from a diversity of opinions, goals, organizations, and geographic service areas.
- The focus of the committee is to recommend policy issues that need to be considered for the system to better implement the Benchmarks of Success. In one of the first meetings, the committee brainstormed a list of policy topics. For the Policy Recommendations Report, the committee focused on three topics this year and has topics lined up for 2019. The recommendations can be implemented with little-to-no funding. The Policy Committee presents recommendations on: Jobseeker Advisory Groups: Including Customer Voice in Decision-Making, Workforce Solutions to the Opioid Epidemic, and Youth Apprenticeship. These recommendations can be implemented, for the most part, without new funds, partnerships, or legislation.
- The beginning of the report gives general background on the Benchmarks of Success and the Policy Committee as well as information the Regional and Local Plan Guidance.
- For the jobseeker advisory groups, the committee recognized that there are fewer opportunities for jobseekers to provide feedback or play a role in decision-making (e.g. the business side participates in the Governor's Workforce Development Board and Local Workforce Development Boards). The feedback loop is essential to drive participation in the Workforce System and programs, thus the committee recommends

that Local Workforce Development Areas establish Job Seeker Advisory Groups, focus groups, surveys, and/or other customer feedback loops.

- The Policy Committee invited peers from the Opioid Operational Command Center and the Maryland Department of Health Behavioral Health Administration to share information on the extent of the opioid epidemic in Maryland as well as best practice solutions. From these conversations, the Policy Committee lifted up four recommendations, many of which the Maryland Workforce System is now working to implement.
 - DLLR has since been awarded two grants, \$1.9 million from the National Health Emergency Dislocated Worker Demonstration Grant and \$650,000 from the United States Department of Labor Women’s Bureau, to implement workforce solutions to the opioid epidemic. DLLR’s grant implementation work includes connecting the local health and Workforce Systems and identifying and training for shortages of occupations that provide services to those with substance use issues.
- The Policy Committee’s recommendations on Youth Apprenticeship are the start of the conversation of connecting the Workforce System to the k-12 education system. The committee worked with Dr. Lynne Gillie, Assistant State Superintendent for the Maryland State Department of Education’s Division of Career and College Readiness and Chris MacLarion, Director of Apprenticeship and Training at DLLR. Dr. Gillie and Mr. MacLarion shared learnings from the State’s youth apprenticeship pilots. Some of these recommendations include to:
- The Perkins Act was re-authorized. LiLi Taylor is the point for DLLR to participate in the multi-agency plan formation. There may be opportunities under this act to connect workforce to the education system. Under Perkins, there are Local Advisory Councils, similar to the Local Workforce Development Boards, and definitions for terms such as “career pathways” are now aligned between WIOA and Perkins V.

D. Data and Dashboard Committee

- Over the past year, the Data and Dashboard Committee created an inventory of what exists in terms of data elements and data systems that can be used to capture the Benchmarks of Success, wrote a Glossary of Terms, wrote calculation methodology, and created a dashboard design template.
- The Data and Dashboard Committee will share the dashboard design template with the Communication Committee for comment on readability and to ensure common messaging. The scorecard will present the data as aggregate for the state and workforce partners, i.e. one number per benchmark.
- Committee members are submitting their data now, according to the draft calculation methodology, so the committee should have the first set of baseline numbers soon for the Benchmarks of Success. The baseline date will likely change, as the committee tweaks the calculation methodology, for the calculation methodology is written now according to existing data elements and collection methods. The draft data is not ready to be shared with the Executive Steering Committee or widely on the website.
- In the long term, the Data and Dashboard Committee wants the data collection and calculation piece to be stronger for strategic goal #4 on barriers to employment as well

as to give the option to view the Benchmarks of Success data for all customers or by a sub-population with a specific barrier (i.e. State Plan list of individuals with barriers to employment).

V. 2019 Requests of Committees

A. Membership

- The Action Plan for 2019 Benchmarks of Success Initiative Implementation lays out the steps to plan for 2019 committee activities. The Action Plan is organized under three goals, including: (1) establish effective committees, (2) develop committee-level plans for action for 2019, and (3) finalize committee action plans for 2019.
- Under the first goal, committee leaders are asked to review their membership for 2019 and identify gaps in representation. The WIOA Alignment Group will assist in filling those gaps.

B. Next Steps

- Committee leaders should get their meeting dates scheduled for all of 2019 and discuss possible action items and implementation trajectory.

VI. Next Steps and Action Items

- WIOA Alignment Group members will review their organizations' representation on the committees and fill any gaps.
- Committee leadership should review their memberships.
- Erin Roth will share information on the upcoming Executive Steering Committee to the WIOA Alignment Group.
- DLLR will create binders for committee members.

Part II: WIOA Alignment Group – Remaining Business

2:30 – 4:00 PM

Attendees: Erin Roth, Augustin Ntabaganyimana, Bryan Moore, James Rzepkowski, Jody Boone, LiLi Taylor, Linda Webb, Lloyd Day, Michael DiGiacomo, Scott Dennis, Terry Gilleland, and Natalie Clements

Handouts:

- Agenda,
- Professional Development and Technical Assistance Report, and
- Inventory of existing data-sharing agreements

Minutes

I. Professional Development Report-Out and Next Steps

- WIOA Alignment Group members worked to determine how to move the Professional Development and Technical Assistance effort forward. They worked over the past 60 days to develop a framework, timeline, and resources for system-wide professional development. They produced a proposal for a three-tiered professional development system for the Maryland Workforce System. The first tier includes information that an individual would need to do their job; the second tier enhances knowledge and promotes collaboration; and the third tier includes partner specializations. Each tier has topics titles, a summary, proposed delivery method, and related resources.
- The WIOA Alignment Group discusses the importance of investing in a learning management system that is fully accessible.
- No agency in the Maryland Workforce System has a cross-training office or entity to do similar work. Some agencies have internal professional development offices. DLLR realized that their online training system is not ADA compliant or accessible so should move forward and find a solution.
- The Professional Development and Technical Assistance group offers options to sustain the professional development work and, and the WIOA Alignment Group will present recommendations to the Executive Steering Committee at their upcoming meeting.
- The WIOA Alignment Group will lift the first recommendation to the Executive Steering Committee for consideration. LiLi Taylor will update the Professional Development and Technical Assistance Report accordingly.

II. Data Sharing Agreements for WIOA State Plan Implementation

- At the last meeting, the WIOA Alignment Group agreed that they needed to analyze the data sharing agreements currently in place. Erin Roth and Scott Dennis convened the core Workforce System partners' Assistant Attorney Generals to create an inventory of data sharing agreements, see where the gaps are for implementation of the Benchmarks of Success, and propose solutions. One proposed solution was to use a mega-agreement over the whole Workforce System, rather than numerous individual agreements.

- The question remains of who will be in charge of collecting, calculating, and maintain the Benchmarks of Success data, i.e. assign a state partner; leverage the Maryland Longitudinal Data System; third party contract; etc.
- Erin and Scott will re-convene the Assistant Attorney Generals to continue the conversation and confer with the Maryland Longitudinal Data System.

III. WIOA MOUs

- The WIOA Memoranda of Understanding (MOUs) expire on June 30th, 2019. DLLR will roll-out a letter by email to the Local Workforce Development Board chairs to renew the MOUs.
- The MOUs will be due back by the middle/end of April. Some Local Areas are already working on their MOUs.

IV. Performance Policy

- The Maryland Workforce System issued a joint performance policy, listing the performance goals of the various state partners as well as the local WIOA Title I partners, two years ago. Natalie Clements and Lynda Weber updated the policy according to the new performance goals.
- The WIOA Alignment Group members agree to issue the performance policy jointly again. Erin Roth will share the draft policy with the WIOA Alignment Group for review and approval.

V. Good of the Order

- The Department of Human Services' new Director of Workforce Development, Daiquiri Anderson, started on Wednesday.