

State and Local Improvements Needed for Workforce Development System Integration and Accountability

A presentation to the Joint Legislative
Program Evaluation Oversight Committee

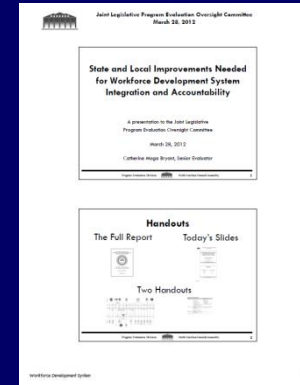
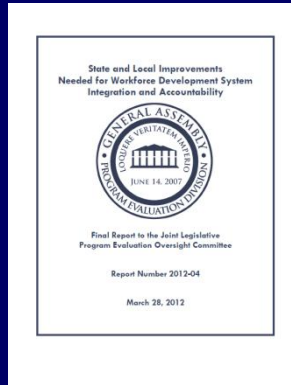
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Catherine Moga Bryant, Senior Evaluator

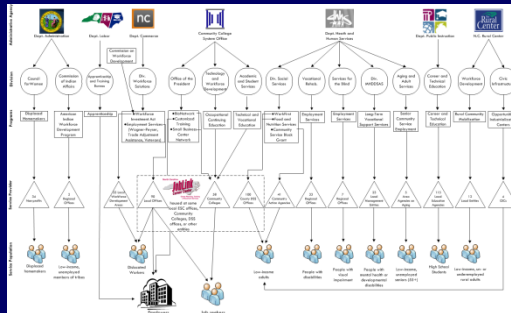
Handouts

The Full Report

Today's Slides



Two Handouts



Types of Workforce Development Programs	
Workforce Development Centers	Services for Businesses
<p>Job Placement: Help a person find a job through activities such as:</p> <ul style="list-style-type: none"> job searches, interviewing resources, conducting pre-employment testing, conducting job trials, conducting job interviews, conducting job placement interviews, conducting job placement interviews about the labor market and occupations in the local area, and 	<p>Help's business find employees through activities such as:</p> <ul style="list-style-type: none"> posting job openings, posting job trials, posting job interviews, posting information about the labor market and occupations in the local area, and posting information for employees.
<p>Job Training: Help a person obtain skills they need to qualify for a job through:</p> <ul style="list-style-type: none"> classroom instruction, on-the-job training for specific occupations, on-the-job training for starting a new business, 	<p>Help's business train certain employees to help the business stay competitive.</p>
<p>Supportive Services: Help a person obtain the resources, skills, and mental preparation to help them:</p>	

Source: Program Evaluation Division



Evaluation Team

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Our Charge

The Joint Legislative Program Evaluation Oversight Committee directed

- a complete review of the workforce development system
- present recommendations regarding its appropriate organization and administration to foster the most efficient and effective system for North Carolina

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Overview: Findings

- North Carolina's workforce development system is complicated
- Local workforce areas are not strategically aligned and their structure compromises effectiveness
- State and local program coordination have failed to create an integrated, effective system
- There are no statewide performance measures to determine the success of the system

Overview: Recommendations

- Streamline the workforce development system
- Enhance accountability
- Strengthen the JobLink Career Centers
- Increase the use of technology
- Create a legislative oversight committee

Background



Changes in NC's Economy

- Before 2008 North Carolina's economy was transitioning away from low-skilled manufacturing jobs
- Recession of 2008 increased the speed of the transition
- As businesses recover they are unlikely to bring low-skilled jobs back to NC

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Skills Gap in North Carolina



**Fewer jobs available
for low-skilled
workers**



**Businesses can't find
workers with the
skills required**



Training is needed to close the skills gap

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Workforce Development Programs

- Programs, systems, and networks primarily designed
 - to enable individuals to succeed in the workplace by providing skills development, training, or employment services
 - to help businesses obtain a skilled workforce by providing employment services, training programs, or subsidized employment
- Includes job placement, job training, and supportive services

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Findings



Finding 1

North Carolina's workforce development system is complicated

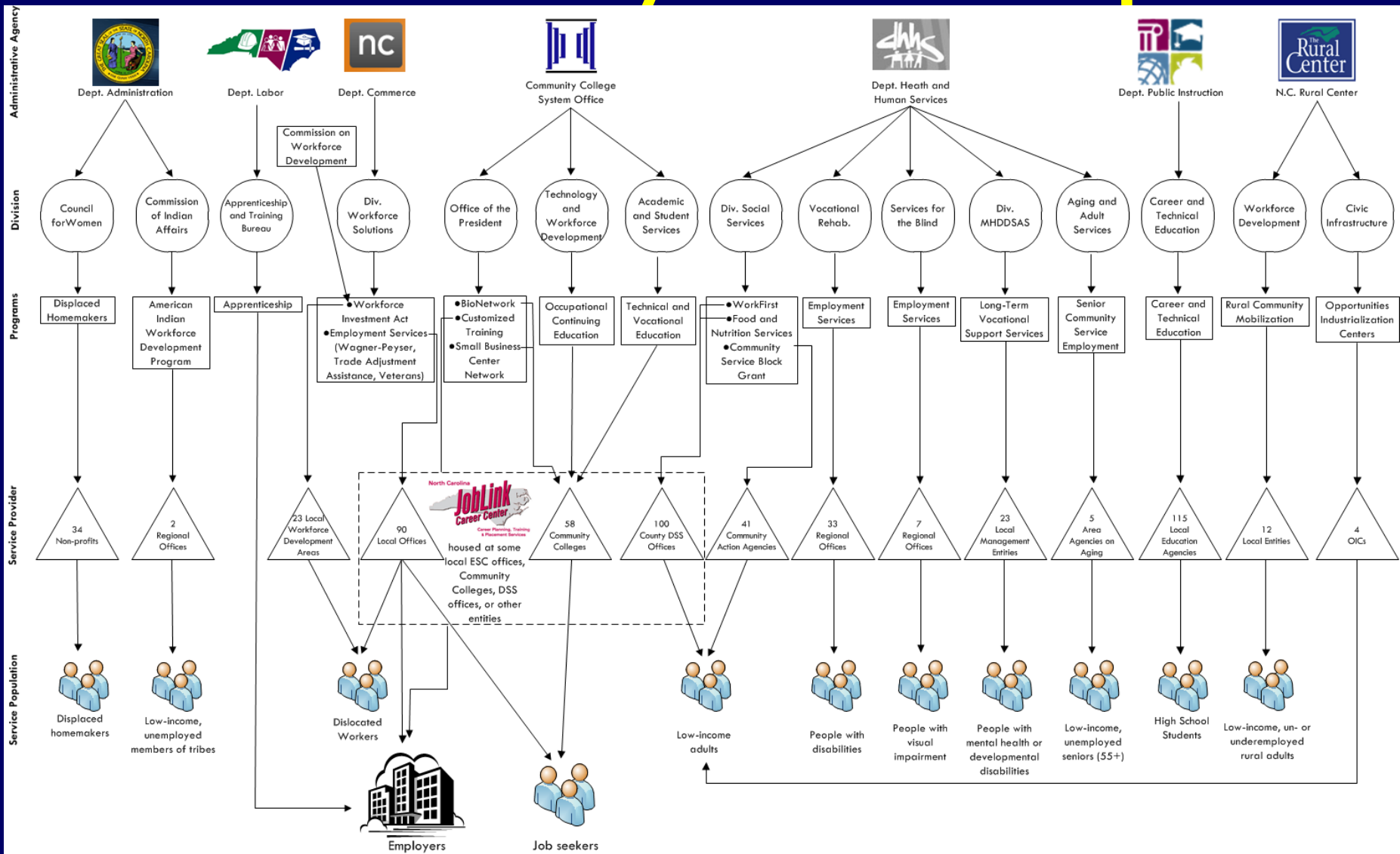
NC's Workforce System is Complicated

- 6 state agencies and 1 nonprofit
- 15 divisions
- 22 programs
- More than 500 local sites

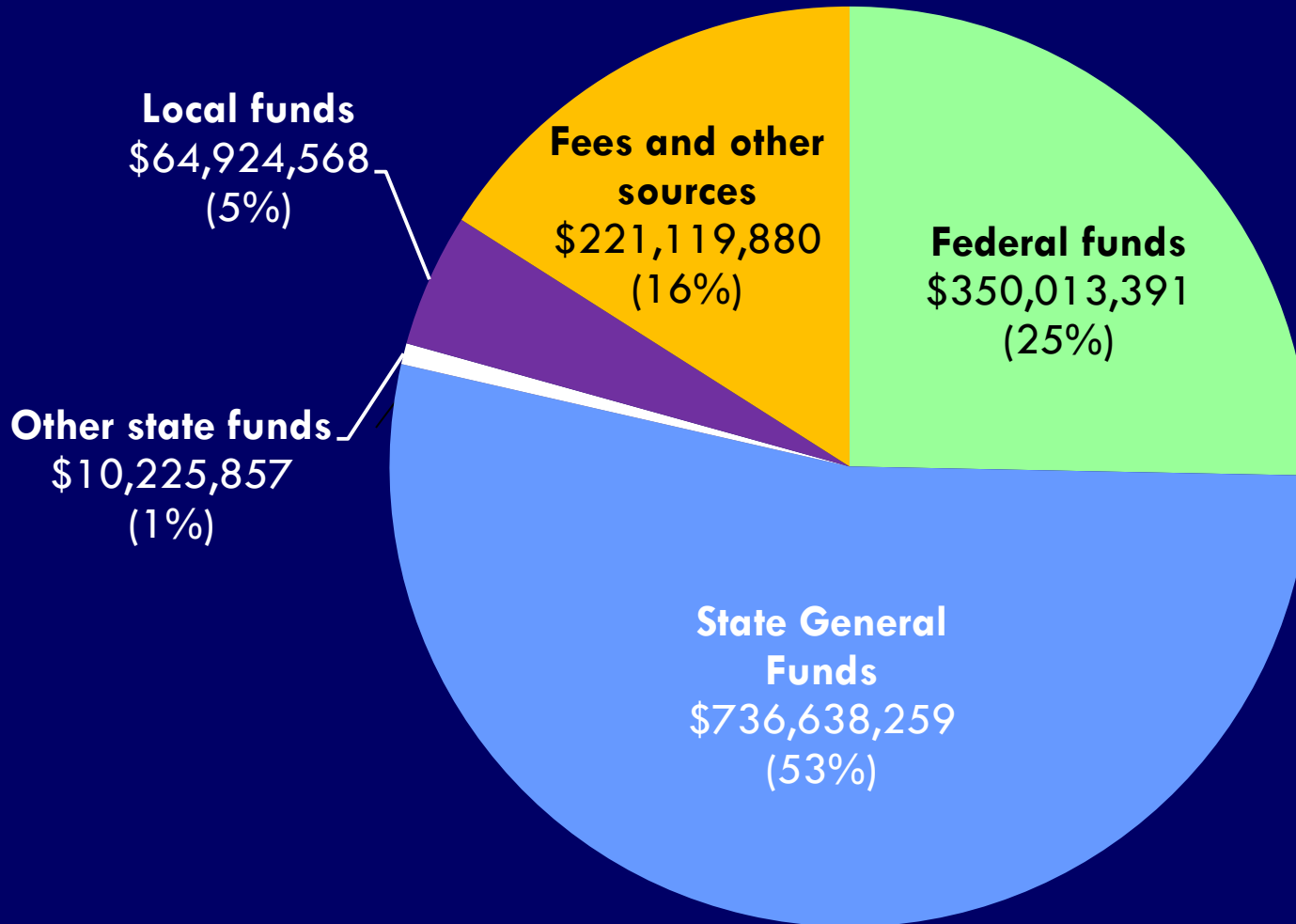
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NC's Workforce System is Complicated



Workforce Funding = \$1.4 Billion



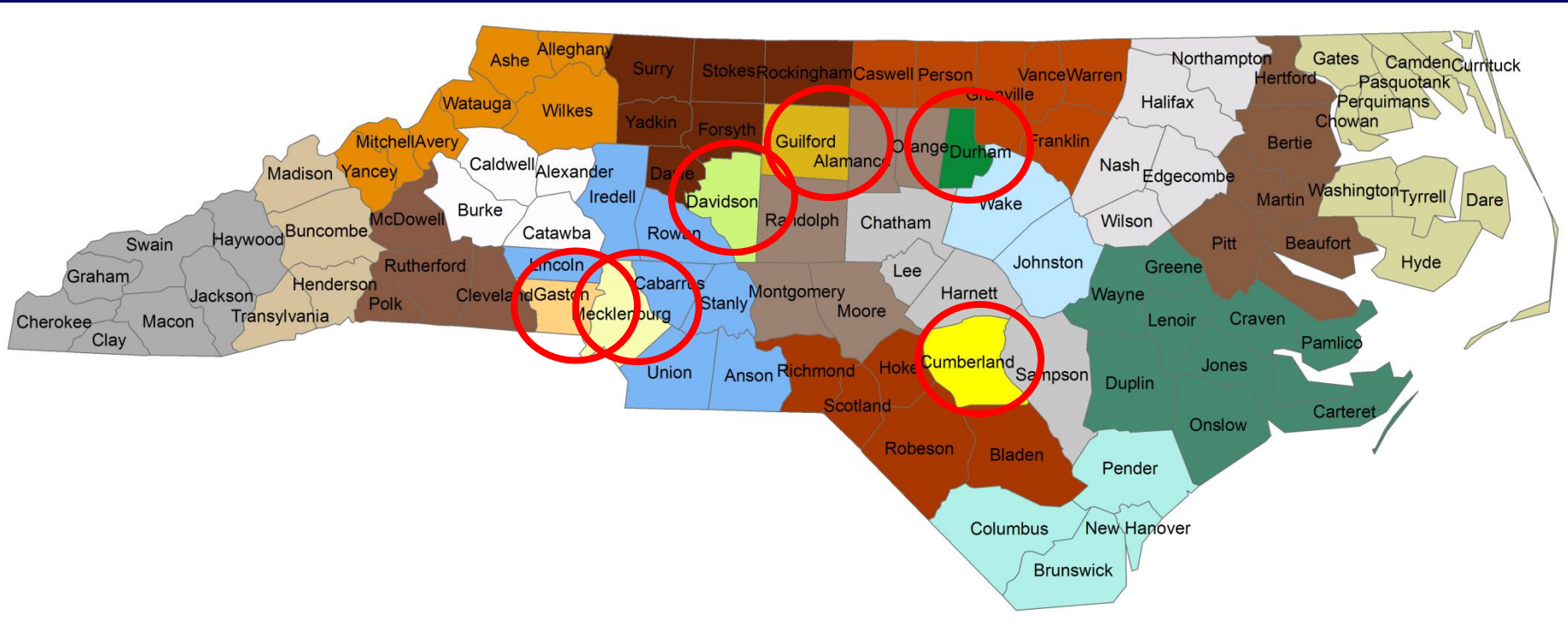
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Finding 2

North Carolina's local workforce development areas are not strategically aligned with economic development activities in the State and their structure compromises effectiveness

Local Workforce Areas Vary in Size



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Strategic Alignment Could Improve Customer Service

- Strengthen the relationship between workforce and economic development
- Create better connections with businesses
- Provide more job and training opportunities for individuals
- Create more efficient administration

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Finding 3

Local service delivery lacks the integration needed to provide an effective workforce development system

JobLink Career Centers

- Established under Workforce Investment Act (WIA)
- Single location to provide workforce services to individuals and businesses
- Only required to provide WIA and Wagner-Peyser services

Variation in Services at JobLinks

- Intent of the WIA legislation was to have all workforce development programs at the JobLink
- How services are provided is at local discretion
- Relationship between local entities determines which programs are offered

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Collocation \neq Integration

- Collocation means programs are offered at the same facility
- Integration means having staff who can talk knowledgeably about all programs
- Integration requires collaborative, cooperative relationships among providers
- State-level memorandum of understanding and chartering documents help, but need strengthening

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Multiple Ways to Achieve Integration

- Cross-training and education for staff
- Virtual access through JobLink website
- Virtual presence of programs not at the center
- Shared management information system

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Finding 4

State-level administrative coordination has been insufficient to ensure an integrated workforce development system

Insufficient State-Level Coordination

- No entity is solely responsible for workforce development activities
- Four different appropriations committees
- Commission on Workforce Development has no authority

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Workforce System Restructuring

- Recent restructuring has helped integrate the system
- More can be done
 - Apprenticeship program could be transferred to the Community Colleges System Office
 - Workforce Initiatives program could be eliminated

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Commission is Ineffective

- Lacks the authority to affect program integration and accountability
- Cannot compel agencies to action
- Unwieldy size
- Key members do not attend consistently
- Commission's performance is mixed

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Finding 5

There are no statewide performance measures to determine the success of the system

NC Does Not Know the Effect of the Workforce Development System

- No one entity oversees the system
- There are no statewide goals or performance measures
- Agencies do not share information about participants

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NC Has the Potential to Report Statewide Outcomes

- Common follow-up management information system was established to assess the success of the system, however:
 - Not all programs are included
 - Data is inconsistent
 - Data is not accessible
 - Funding and staff time have been shifted to other activities

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Recommendations



Recommendations Overview

- Recommendations provide solutions to address the system from the top (state agency level) and the bottom (local service delivery level)
- Because of the complexity, a time-limited legislative oversight committee is needed to oversee the changes to the system

Recommendation 1

Streamline the workforce
development system



Streamline the System

- Transfer the Apprenticeship program to the Community Colleges System Office
- Eliminate the Workforce Initiatives program in the Community Colleges System Office
- Reduce the size of the Commission on Workforce Development

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Streamline the System

- Require cooperation of local workforce development areas
- Encourage the reduction of local workforce development areas

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Recommendation 2

Enhance accountability by requiring statewide performance measures



Enhance Accountability

- Require Commission on Workforce Development to develop performance measures
- Direct state agencies and local programs to report information to the commission
- Direct the Department of Commerce to strengthen the common follow-up system

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Recommendation 3

Strengthen the JobLink Career Centers

Strengthen JobLink Career Centers

- Strengthen charter requirements for JobLinks
- Revise the memorandum of understanding for JobLinks

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Recommendation 4

Increase the use of technology to integrate programs and improve access to services

Increase the Use of Technology

- Create a unified web portal
- Develop a plan for a common intake system

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Recommendation 5

Create a legislative oversight committee to oversee reform

Create Legislative Oversight Committee

- Charge Joint Legislative Workforce Development System Reform Oversight Committee with oversight of and responsibility for ensuring the recommended reforms are implemented
- Dissolve the committee after its final report to the 2015 Session of the General Assembly

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Summary

- North Carolina's workforce development system is complicated
- State and local program coordination have failed to create an integrated, effective system
- Lack of statewide performance measures means the state cannot measure its success

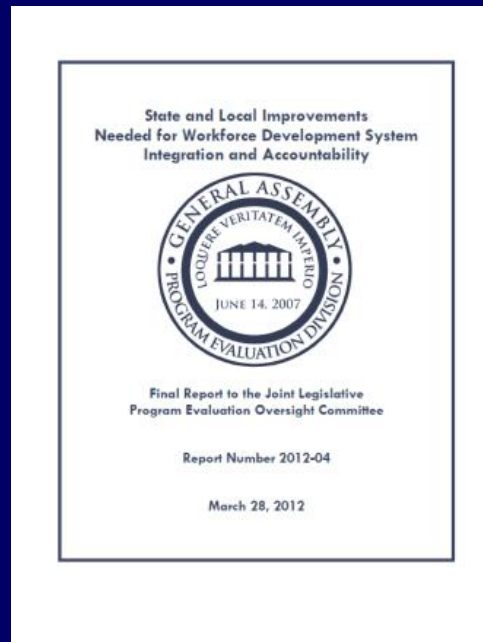
Summary

- To create a system that better serves individuals and businesses the General Assembly should
 - Streamline the system
 - Enhance accountability
 - Strengthen JobLink Career Centers
 - Increase the use of technology
 - Create a legislative oversight committee to ensure the changes are implemented

Legislative Options

- The committee may endorse any of these recommendations for action
- May instruct staff to draft legislation or take other actions

**Report available online at
www.ncleg.net/PED/Reports/reports.html**



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