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Who are the Chief Local Elected Officials?

The County Commissioners of:

Clarion County
Crawford County
Forest County
Venango County
Warren County

And

County Executive of Erie County.

The Chief Local Elected Officials (CLEOs) are charged with:

- Organizing and implementing activities pursuant to the Act for the purposes of administering the Workforce Investment Act (WIA) in each county.
- Appointing members, (totaling no more than 45 people with at least 51% representing the private sector) to the Workforce Investment Board to assist in carrying out the provisions of the Act. The County Executive from Erie will make 50% of the appointments and the five-county CLEOs the other 50%.
- In conjunction with the WIB and the WIB Fiscal Committee, reviews and approves the annual budget for all WIB operations to include policy/planning, the fiscal agent and the PA CareerLink® System
- Review and approve the regional workforce development plan in partnership with the WIB.

As noted, RCWE is the Fiscal Agent. However, the CLEOs are considered the grant recipient and are liable for any misuse of grant funds.

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What is the Regional Center for Workforce Excellence (RCWE)?

The CLEOs and the WIB agree that the Regional Center for Workforce Excellence (RCWE) is the policy and planning entity, the administrative entity, the fiscal agent and the recipient of all funds received pursuant the WIA Act and RCWE will be accountable for their use.

The RCWE is actually the organization that the WIB has designated as providing the staff function and support for the WIB's activities. RCWE plays four primary roles:

1. It plays the role of consultants for the WIB with regard to regional planning efforts, determining policy needs and collecting as well as analyzing regional workforce statistics.
2. It is the intermediary that coordinates community outreach and private sector engagement
3. It provides administrative support to the WIB and the staffing to measure performance and quality assurance of the PA CareerLink® system.
4. It is the fiscal agent for the Workforce Investment Area and is the recipient of all WIA funds, both state and federal, pursuant to the Act and is accountable for their use.

The WIB and the staff of the WIB, meaning the RCWE, are prohibited by law from directly providing core, intensive, or training services. In addition, as the fiscal agent for the WIB, the RCWE is limited to financial management and cannot provide management oversight of the system.

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Responsibilities of the CEO of the Local Workforce Investment Area

The CLEOs and the WIB shall designate the Chief Executive Officer of the NWPA workforce investment area to provide and coordinate staff support for the WIB. **As the RCWE is charged with the staff function of the WIB, the CEO of the RCWE is the Chief Executive Officer of the Northwest Workforce Investment Area.**

Per the agreement, the CEO is charged with providing and coordinating staff support for the WIB, including:

- Management of RCWE and its personnel
- Assisting the WIB in developing its strategic vision and plans for the region
- Overseeing and managing the implementation of specific WIB initiatives
- Developing and facilitating the functioning of community partnerships which advance the WIB's goals
- Maintaining relationships with the Federal, State, and local funding sources
- Assuring adequate flow of information, including performance indicators to assist the WIB's oversight and decision making processes
- Executive relations with the WIB

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What is The CareerLink Operator Consortium?

The agreement between the CLEOs and the WIB designates that the PA CareerLink® system will be managed by an operator consortium. This consortium will act as the managing board of directors for the PA CareerLink® centers and reports to the WIB board.

The operator consortium is charged with:

- Providing governance, stewardship, leadership and support to the entire PA CareerLink® system
- Collaborates with the RCWE, who acts as the independent quality assurance agent of the PACareerLink® system, to ensure performance measurements are met and that continuous improvement efforts are undertaken in alignment to the RCWE's recommendations

Members of the PA CareerLink® operator consortium & the managing board of directors of the NWPA CareerLink® system include representatives from the following agencies:

Greater Erie Community Action Committee (GECAC),
Office of Vocational Rehabilitation (OVR),
Partners for Performance (PFP),
Bureau of Workforce Development Partnership (BWDP)
Venango Training and Development Center (VTDC)
The School District of the City of Erie (ESD)

What is the Workforce Investment Board?

The Workforce Investment Board is a **membership consortium** made up of business executives, community leaders and elected officials appointed by the Board of Commissioners and the Chief Local Elected Officials (CLEOs). *This organization acts as both the planning council for the region on areas of workforce development AND the Board of Directors for the local workforce investment area.* The main duties of the NWPA WIB are outlined in the agreement of work between the WIB and the CLEOs.

The purpose of the WIB:

The intent of the Workforce Investment Act is that the WIB focus on strategic planning, policy development, oversight of the system, and establishment of the priorities for ALL workforce development funds.

The Act prohibits the WIB from providing direct service to free the WIB and its staff from day-to-day functioning of the local workforce system and allow the WIB to strategically plan, develop policy and oversee the regional workforce development efforts.

Roles as a Strategic Planning Council for Workforce Development in the Region:

Regional Planning and Statistical Needs Assessment:

- Carryout regional planning activities
- Developing the five-year unified plan for the local workforce investment area (LWIA) in collaboration with the Northwest PA team among other regional stakeholders and partners
- Appoint a Youth Council as a subgroup responsible for making recommendations to the WIB concerning youth programs/issues
- Assist the Governor and Department of Labor and Industry in developing a statewide employment statistics system and keeping these statistics current

Screen and Resource Providers

- Select, in consultation with the CLEOs, eligible youth service providers and to identify and maintain a list of eligible providers of adult and dislocated worker training services with performance and cost information.

Note: The WIB or its staff cannot provide direct training services unless granted a waiver by the Governor due to an insufficient number of eligible providers of training services to meet the local area demand. It cannot mandate curricula for schools.

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Operations, Fiscal and Administration

- Develop and approve the budget which contains any funding for the purposes of carrying out the activities of the WIB. This budget is subject to the review and recommendation of the Fiscal Committee and subject to prior approval of the CLEOs for adoption.
- Provide staffing for administration and fiscal management (staff managed by the RCWE), staff employees of the PA CareerLink® System, or other expenditures under the Act.
- Designation of the PA CareerLink® operators and provide oversight over the PA CareerLink® System.

Note: The WIB may solicit and accept grants and donations from sources other than funds made available under the Workforce Investment Act.

Performance Measurement & Quality Assurance

- Negotiations with the Governor to create an agreement on the performance standards for the region
- Oversight and evaluation of services and activities conducted with funds granted under Title I of the Act, including youth activities and the PA CareerLink® system sufficient to judge their effectiveness in achieving required performance standards and to affect continuous improvement activities, including customer satisfaction and alignment with WIB strategic objectives

Outreach/Promote Regional Collaboration & Private Sector Involvement

- Work with the NWPA economic development organizations to coordinate and integrate workforce investment and continue to serve and develop employer customer linkages
- Promote the private sector involvement in the statewide workforce investment system
- Ensure board meetings are open to the public
- Public Education/Information: The WIB is required to provide the public on a regular basis, information about the activities of the WIB, including information about the regional workforce investment plan and its progress, designations of PA CareerLink® operators and awards of grants and contracts to eligible providers

Roles as a Board of Directors for RCWE and The Careerlink Operator Consortium

A. Governance: - As part of that function it is your job to:

- Select, set compensation and evaluate performance of CEO
- Review and approve annual budget
- Review and sign off on auditing/accounting practices
- Review and approve major organizational decisions, commitments and plans including expenditures, loans, and leases
- Adhere to best practice standards
- Ensuring compliance with legal and contract requirements
- Ensure board has quantitative and/or independent information about the nature of the organization and its outcomes
- Conduct the affairs of the board including board development, transition and the development of policies and procedures to ensure effectiveness
- Ensure adequate reporting regarding programs, operations and planning
- Ensure an appropriate and effective committee structure
- Assess the board's overall performance

B. Stewardship

- Develop the strategic goals and objectives of the organization to fulfill the mission
- Evaluating the organization's measurement outcomes and progress against strategic plan

C. Advocacy/Support: When acting in the advocacy and support role, you act to support and assist staff-led work

- Act as an ambassador for the organization within the community
- Seek and raise money as needed
- Connect organization to the right resources
- Develop board competencies to provide needed skills and connections

These roles are distinct and different than the role of managing or overseeing the operations or strategic execution of the strategic plan which is the role of the CEO. Board does not get involved in the details of organizational management beyond setting and reviewing budgets, and ensuring objective measurements of desired outcomes

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Sub Groups of the WIB

Youth Council:

Mandatory subgroup within each WIB, members are appointed by the WIB in cooperation with the CLEOs. Member of the Youth Council do not have to be members of the WIB. Membership appointments are outlined in the “Guidelines for Local Workforce Investment Boards”, Workforce Investment Information Notice No. 3-03 Change 2 dated August 15, 2009

Fiscal Committee:

The Fiscal Committee is a subgroup of the WIB that works in cooperation with the CLEOs to:

- Review and make recommendations to the WIA budget
- Review and make recommendations on special projects
- Review and make recommendations on general financial matters
- Review the performance of the fiscal agent employees and make recommendations to the Executive Committee.

The CLEOs are liable and responsible for WIA and other administered funds expended under the Act.

Please note that the Fiscal Committee of the WIB is not necessarily the Finance Committee of the RCWE Board of Directors.

Board Committees:

Executive Committee

Communications Committee

Programmatic Policy & Analysis Committee

Employer Demand Services Committee

CareerLink® Development Committee

Board Development Committee

WIB Committee Chairs:

- Set the tone for committee work
- Ensure that members have the information they need to make effective decisions
- Oversee the logistics of committee operations, action plans and follow through on accountabilities
- Report to WIB Chair
- Report to full WIB on committee decisions/recommendations
- Work closely with CEO and other staff as agreed by the CEO
- Assign work to committee members
- Set agenda and run the meetings
- Ensure distribution of meeting minutes
- Initiates and leads the committee’s annual evaluation.

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Roles of the WIB Executive Committee

Executive Committee:

To work with the CEO and key staff to:

A. Provide oversight to the WIB committees and ensure the effective functioning of the WIB.

Community Needs Identification and Analysis: Ensuring that the region has current statistics on workforce development needs

Regional Planning: Development of a regional strategic plan through community engagement processes with key stakeholders AND action plans with accountabilities are assigned and followed up on

Quality Assurance: Ensuring that publicly funded workforce services are of high quality through the certification of PA CareerLink®s, clarification of expectations through Memoranda of Understanding, maintaining and ensuring all persons have access to an up-to-date list of eligible providers and youth contractors and setting performance measurements for the region in cooperation with the Governor

Issue Management: Ensure that there is an effective intermediary to convene the appropriate organizations and individuals to address key workforce issues in the region

Community Representation/Satisfaction: Ensure that the workforce development system within the region is meeting customer needs and measuring the levels of customer satisfaction

Promotion/Public Relations: To provide quality information throughout the region to ensure both employers and workers can make good choices about employment issues

Unified Advocacy: The WIB provides a unified voice for workforce issues in the community and the region

Board Development: To provide facilitation and training to WIB members to help them fulfill their function as both a Workforce Investment Consortium AND the Board of Directors to the workforce investment area.

B. Ensure that the RCWE and the PA CareerLink® Operators Consortium have a functional, governing Board of Directors and a committee structure that supports their specific needs and ensures they are effectively achieving their mission.

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Executive Sessions:

Executive sessions may be closed to the public. The reason for holding an executive session must be announced at the open meeting. The WIB may only hold a closed executive session to discuss:

- a. Employment: termination, terms and conditions of employment, evaluation, promotion or disciplining employees (employees may request that such matters be held at the public meeting if they so choose.)
- b. Collective bargaining, labor relations, or arbitration
- c. The purchase or lease of real property up to the time an option or agreement to purchase or lease is obtained
- d. Either present or anticipated litigation
- e. WIB business that is lawfully privileged as confidential – such as when the Executive Committee is acting in the role of the board of directors for RCWE
- f. Official action of any matter discussed at an executive session must be taken to an open meeting

Role of the Officers of the Executive Committee

Chair:

- Partner with the chief executive of the Workforce Investment Area to achieve the WIB's mission
- Provide leadership to the board
- Chair meetings of the board after developing agenda with the CEO
- Ensure board focuses on regional planning and oversight
- Appoints committee chairs in consultation with other board members
- Serves as ex officio as a member of committees and attends when invited
- Helps guide and mediate board actions with respect to organizational priorities and governance
- Monitors financial planning and financial reports
- Plays lead role in fundraising activities
- Formally evaluates the performance of the CEO and the effectiveness of the board and board members
- Evaluates the overall performance effectiveness of workforce development in the region

Vice Chair:

- Reports to chair and performs duty of chair when chair is not available
- Works closely with chair to oversee the functions of the WIB and the agencies the WIB is the board of directors for

Secretary:

- Maintains records of the board and ensures effective management of the organization's records
- Manages minutes of board meetings
- Ensures minutes are distributed to members and the public at large
- Monitors applicability of articles, by-laws, and agreements during meetings

Treasurer:

- Oversees the annual budget for the region and for the agencies in which the WIB is the Board of Directors
- Participates in the Fiscal Committee as the WIB representative
- Ensures development and board review of financial policies and procedures
- Ensures that audit committee has financial competency to understand financial statements, evaluate accounting firm bid to undertake auditing and make sound financial decisions as part of fiduciary responsibilities
- Ensures no member of staff serve on Audit Committee although RCWE staff can provide staff support
- Oversees Audit Committee reports and recommendations
- Ensures that auditors change every 5 years and that auditors do not provide non-audit services

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Understand the Relationship Between the CLEOs, the WIB, the RCWE and the PA CareerLink® System

The WIB agrees to support the PA CareerLink® system by providing administrative staff support to the PA CareerLink® System. The RCWE, as the WIB's staff function, provides both IT and accounting support/billing services.

The RCWE also acts as the Fiscal Agent, and per the CLEO agreement, cannot oversee the management of the PA CareerLink® System. As the Fiscal Agent, the RCWE's responsibility is limited to the financial management and disbursement of funds for workforce investment activities, financial reporting, financial monitoring, property management, audit procurement and audit resolution.

The Agreement between the CLEOs and the WIB is that the PA CareerLink® system will be managed by an Operator Consortium. This consortium will act as the managing board of directors for the PA CareerLink® Centers.

As part of its staff function for the WIB, the RWCE will conduct oversight and evaluation of services and activities conducted under funds granted under Title I of the Act, including youth activities, and the PA CareerLink®s in order to monitor and ensure their effectiveness in achieving required performance standards. As the evaluator of this system, the RWCE will also act as advisors to affect continuous improvement activities including customer satisfaction in alignment with the WIB's strategic objectives.