

# High Country Workforce Development Member Guidance Booklet



**Mission Statement**  
Helping employers meet their workforce needs, helping individuals build careers, strengthening the local economy, and meeting the challenges of global competition.

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## What is this Workforce Board Business Really All About?

The High Country Workforce Development Board, Inc. (HCWDB) is a non-profit organization governed by a volunteer board of directors responsible for developing policy and overseeing local workforce development initiatives, in partnership with local elected officials. In North Carolina, there are twenty-three local WDBs with representatives appointed from all 100 counties.

Members of the WDB are appointed by the Chief Elected Officials of their respective county in accordance with criteria established by the federal legislation and the NC Governor. WDB membership includes representatives from business and industry, education agencies, community-based organizations, economic development agencies, public employment service, public assistance agencies, vocational rehabilitation, and labor organizations. Membership is drawn from individuals who have optimum policy-making authority from their organization.



*High Country Workforce Service Area*

The authority of the WDB is established in federal and state legislation that provides funding to support the operation of the workforce development system. The WDB's role is to ensure that the local workforce development system is market-driven and responsive in meeting the employment and training needs of employers and job seekers alike.

### Why We're Here

- Serve as a point of contact for business, industry, and the public sector to communicate their workforce needs;
- Provide a forum where private and public sector leaders jointly consider workforce development needs of the region;
- Promote strategies to encourage life-long learning and improve workplace skills;
- Conduct planning, oversight, and evaluation of local workforce development programs, including the local One-Stop Career Center system;
- Offer advice regarding workforce policy and programs to local elected officials, employers, education and employment agencies, and citizens;
- Coordinate with economic development efforts and activities to promote the region's availability of qualified workers and promote cooperation and coordination among public agencies, education, and businesses;
- Review local agency plans and grant applications for workforce development programs to ensure that coordination of services and achievement of local goals can be attained.

## A Labor Market Perspective

Labor markets represent the interaction between supply and demand. In this interaction, workers offer their labor and employers seek qualified workers. Workforce services are all about making these labor markets work more efficiently for both employers and workers, so both become more competitive in the global economy.

On the demand side, providing workforce services means offering a wide array of human resources services to businesses and supporting efforts to bring new jobs to a region. On the supply side, workforce services focus on developing the knowledge and skills of people. The workforce development system provides services and solves problems on both sides of this equation, and both sets of services benefit employers and individuals.

From a labor market perspective, the High Country workforce “system” is made up of a myriad of private and public agencies (including private businesses) trying to make labor markets work more smoothly by identifying and filling persistent imbalances or gaps between supply and demand.

### Types of Workforce System Service Providers

- job training and employment organizations
- adult education and literacy agencies
- student financial aid offices
- human services/welfare agencies
- community and faith-based organizations
- apprenticeship programs
- job matching and unemployment insurance agencies
- schools, colleges, universities

The region’s typical providers of workforce services, most of whom focus their attention on individuals within the supply-side of the market, offer services that develop the current and potential workforce to utilize it more effectively.

Workforce policies are more closely aligned with economic policies promoting increased productivity and growth, rather than social welfare. Though the two are not mutually exclusive, this reality can sometimes present a challenge to traditional supply-side workforce service providers, who have historically performed from a social service perspective.

One of the Board’s major challenges is the design of programs that appropriately align demand and supply-side service delivery, and to require the correct response from organizations with which it contracts for service delivery.

## Where Did the High Country Workforce Development Board Come From?

In the 1990s, a national consensus determined that a more systematic approach to delivering workforce services should be developed by the creation of a market-based system that responded to the needs of its customers.

In December 1995, Governor Jim Hunt signed Executive Order # 90, transitioning the state's Private Industry Councils to Workforce Development Boards, placing North Carolina ahead of the curve, as nationwide, Workforce Development Boards were not established in law until the passage of the federal Workforce Investment Act (WIA) of 1998.

Then in 2014, the passage of the Workforce Innovation and Opportunity Act (WIOA) re-shaped a 16-year old law in order to better offer universal access, be customer (business and job seeker) –oriented, and be demand-driven.

One-Stop Career Centers have been known in North Carolina as JobLink Career Centers. The first one opened in 1996 was in Avery County. Now, centers have been re-branded as NCWorks Career Centers and agencies working in the centers are implementing integrated service delivery under the new brand. However, North Carolina is still challenged to meet its one-stop system goals, as agencies continue to operate in silos with separate funding streams.

The overarching philosophy of the One-Stop concept includes the following core principles:

- Maintain a high-skill, high-wage focus by targeting selected industries as sources of high value-added economic opportunity. Make substantial investments in customer education and skills level, thereby increasing access to these jobs.
- Take a systems approach to service delivery by offering immediate access to quality information and services through an integrated system.
- Be outcomes-based, performance-driven, and accountable by insisting that local service delivery systems be designed to achieve well-defined outcomes for both employers and job seekers.
- Commit to continuous improvement. Require ongoing monitoring of the service process and its outcomes to continuously improve the quality of services provided.



**NCWorks**  
CAREER CENTER

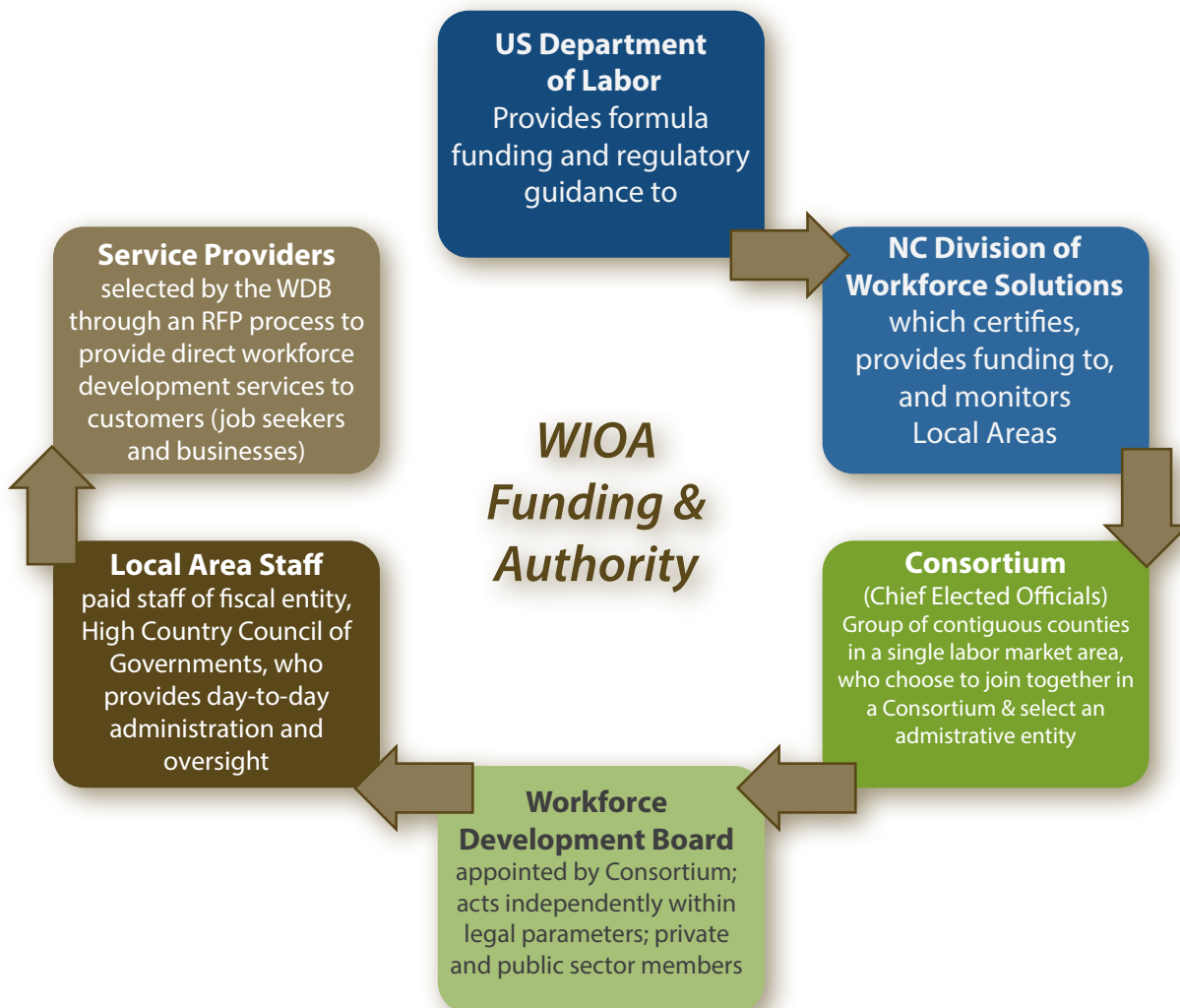
**The challenge for Workforce Boards is to influence federal, state, and local policy to turn the broad one-stop vision into reality. Locally, the Board can exert its authority to ensure that on a practical level, organizations are vigorously collaborating to create the most effective service delivery system possible.**

## How is the Workforce Development System Structured?

### Governance

Governance of the regional workforce system, that is funded through the High Country Workforce Development Board, is established through two local agreements:

- **The Consortium Agreement** - A formal agreement among the seven local county governments to create a consortium. Each of the seven county governments in the region passed its own resolution to join the consortium for purpose of being able to receive federal workforce development funding.
- **The Resolution Establishing the High Country Workforce Development Board** - A formal resolution establishing the High Country Workforce Development Board and designates the High Country Council of Governments the fiscal entity of the federal workforce development funding as well as the organization that hires personnel who serve as staff to the HCWDB.



## Levels of Responsibility

### **Workforce Development Consortium** *Accountability Level*

The elected officials appointed by their respective County Boards of Commissioners to oversee the affairs of the High Country WDB.

### **Workforce Development Board** *Policy & Governance Level*

The individuals appointed by the Workforce Development Consortium to direct the affairs of the High Country WDB.

### **Board Officers** *Direction Level*

The individuals elected by the Workforce Development Board, and help form the Executive Committee along with other committee chairs.

### **Director & Staff** *Management Level*

The director is the chief paid executive for the WDB; responsible for the day-to-day management and support of the WDB, general support and coordination of the NCWorks Career Center system in the service area, and employment and management of Board staff.

### **Board Committees** *Planning & Regional Action Level*

Committees are organized for concentration on specific tasks or issues related to achievement of WDB objectives. Board committees review and analyze trends over time, in order to deliver recommendations for Board action. Committee assignments are made by the Chair.

### **Local Career Center Management Teams & WIOA Service Providers** *Local Service Delivery Action Level*

These groups are responsible for the day-to-day operations, policy implementation, and oversight of service delivery to the customers of our local workforce development area. Operators and service providers are competitively procured by the WDB.

## The Board's Job

The Board's specific responsibilities include the following:

- Negotiating and renegotiating the partnership agreements between itself and the fiscal agent (currently the High Country Council of Governments)
- Developing itself as a well-educated, highly-diversified, high-performing board
- Establishing ongoing relationships between the workforce system and its owners (the taxpayers and their representatives)
- Developing governing policies to guide itself as a board and as the regional workforce system (i.e., long-term results statements)
- Developing an effective working relationship with its chief executive officer (director)
- Ensuring board staff and system performance
- Providing regular reports on the state of workforce affairs in the region; documenting progress toward achievement of system results
- Procuring and overseeing service delivery to the region's career centers

Carrying out these responsibilities represents the value added by the Board. It justifies the Board's existence as part of the regional workforce system. The Board's **generic responsibilities** are not imposed. However, failure to act on the following would render the Board largely ineffective.

- Knowing the business you're in and being able to articulate it
- Establishing and guarding the system's core values
- Supporting Board mission and vision
- Governing, providing strategic leadership, and setting policies that serve as the foundation for all workforce activities in the region
- Focusing externally on system customers and their needs
- Encouraging forward thinking; taking the broad, long-term view
- Respecting and benefitting from the diversity of your members, while at the same time speaking with one voice
- Hiring a top-notch chief executive officer (director) and making sure he/she works for the Board and not its partners
- Staying out of the details of tactical planning and day-to-day operations
- Monitoring executive performance and forcing attention to results
- Demanding that results be consistent with Board mission and long-term objectives



## Management

Within broad parameters set by the local governance resolution, the HCWDB and its board staff provide leadership, focus, and management direction for the regional workforce system. Together they are responsible for strategic planning, policy development, delivery system design, resource allocation, contracting, oversight, and evaluation.

- The job of the High Country Workforce Development Board is primarily about strategic and operational oversight in collaboration with partners and stakeholders to help develop a comprehensive and high quality workforce development system in the region.
- The Board's staff manages itself, its contractors, and the efforts of other workforce partners to achieve desired results.

## Service Delivery

**Individual Services:** Available workforce funds help support One-Stop Career Centers and Workforce Innovation and Opportunity Act (WIOA) services to individuals seeking career information; financial assistance for skill development; work readiness services; job placement and retention assistance; and other services to increase skills and provide financial stability through employment. Most WIOA services to individuals are provided through a competitive bid process and are contracted to outside organizations.

**Business (Employer) Services:** Each WIOA contractor is required to employ staff uniquely qualified to work directly with the area's businesses to identify business workforce needs; respond to those needs directly, or make connections with other organizations on the business's behalf; serves as a communication link between businesses and One-Stop Centers to ensure the right customer focus, and educates partners about business workforce issues. Other business services are offered through the **Board's Workforce Development staff**, including but not limited to economic modeling and forecasting reports; occupational trends and projections; issue-oriented literature, etc.

**Community Impact Initiatives:** On behalf of the Workforce Development Board, the board staff conducts, facilitates, and supports a number of activities designed to add value to the larger community. These services change over time to ensure current, on-demand, and relevant services. Examples of current and past community impact initiatives include the following:

- High Country Workforce Development Board website to maintain accountability, provide information, and share resources: [www.highcountrywdb.com](http://www.highcountrywdb.com)
- April 2009-June 2010 - Economic recovery website to provide vast array of information to the community-at-large on coping resources in the then current economic situation
- State of the Workforce report and regional Data Book
- Industry gap analysis
- Community issues forums (workforce, education, energy, health care, etc.)
- Business Leadership Summits
- Multi-regional collaborations to include a U.S. Department of Labor Regional Innovation Grant, a Green Energy Job Training Grant, and Career Pathways planning and implementation grants.
- High Country Youth Summit
- Over \$1 million dollars in Incumbent Worker Grants awarded to businesses in the seven-county region

## What is the Board's Role in the Workforce Development System?

### Who Are You?

You are members of the Board of directors of the regional workforce system, which is in effect the governing board for the system. As such,

- You are directly accountable for everything that happens in that part of the system you fund.
- Your accountability is to those who own the business. In this case:
  - › the taxpayers represented by the chief elected officials who appointed you
  - › the segment of the regional community you represent
  - › the entities which fund workforce services through you

**WDB staff and the selected contractors that receive funds are directly accountable to you.** The fact that you are an appointed group of unpaid volunteers does not absolve you of your accountability and responsibility as a board.

- You are the central workforce organization in the region, the one and only entity whose primary concern is labor markets and the workforce needs of employers and residents.

You have legal authority and authority by influence. You are the honest broker for the region's workforce development issues. Since the Board has no self-interest in funding and programmatic issues, your role as a neutral convener and honest broker are unique and essential. Therefore, understanding and resolutely abiding by the Board's Conflict of Interest Policy is crucial to the public's perception and the Board's validity.

You will find the **High Country Workforce Development Board By-Laws and Conflict of Interest Policy** in the Board Member Notebook and on the HCWDB website, [www.highcountrywdb.com](http://www.highcountrywdb.com).

### Examples of conflict of interest:

- Serving on Boards of Directors of organizations that stand to benefit or lose, based on Board actions
- Employment or contracting to perform services - for example, teaching a class
- Your business has applied for an Incumbent Worker Grant, etc.

Having a conflict of interest **does not** prohibit you from serving on the High Country Workforce Development Board. However, it does prohibit you from voting, discussing, or attempting to influence any particular issue that concerns a real or apparent conflict of interest.

### Mission Statement

**Helping employers meet their workforce needs, helping individuals build careers, strengthening the local economy, and meeting the challenges of global competition.**

The mission of the Workforce Development Board is unique because of its neutral role in the workforce system. It is likely consistent with, but distinctly different from the mission of the regional workforce system or any of its component parts. The Board's authority is exceeded only by that of the taxpayers, as represented by the chief elected officials who appointed its members.

### The Board: What Does it Do?

Every designated workforce development region in the United States has a board of directors. This Board is responsible for making sure the organization is effective. Members of the Board are selected because they have specialized knowledge/insight in one or more of these areas, and they are in a position

to influence the actions of other key decision-makers in the community. Members are also selected because they are executives or senior managers in their respective organizations. They have skills and experience in long-range planning, group problem-solving, capital investment strategies, and organization/ business development. Members are expected to bring their expertise in these areas to bear on the Board and the management of the workforce system.

The Board is a decision-making board, not an advisory one. It has direct and final authority regarding the use of millions of dollars in annual funding, and influencing authority regarding additional public funding in the region. As implementation of the Workforce Innovation and Opportunity Act evolves, the power and scope of this influencing authority will grow.

The High Country Workforce Development Board is composed of a minimum twenty-four (24) members representing seven (7) counties. The responsibility of the Board is not about handling funds or operating programs but is about establishing local workforce development priorities, making or approving plans to satisfy those priorities, and measuring and publicly reporting results of those plans.

### **Responsibilities and Governance**

This section discusses basic responsibilities and how our workforce development board can govern and oversee a comprehensive workforce development system for our region.

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## *The Board*

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- Board members are responsible for making sure the organization is well managed. Board members, in consultation with the administrative entity identified by the Workforce Development Consortium (in this case, the High Country Council of Governments), have the authority and responsibility to hire (and fire) the director. They also must make sure that the director has what she/he needs to do the job and is supported, held accountable, and evaluated on a regular basis.
- Board members are responsible for creating the organization's identity. This means that Board members need to develop and support the organization's mission, make decisions about program direction, and take part in long-range planning.
- Board members are responsible for communicating and promoting the organization's missions and goals to their communities. Members should report on a regular basis to their respective Boards of County Commissioners on Board activities.

## Major Functions and Activities of the Board

The activities of the Board can be divided into six major categories:

1. The Board works to define the size, shape, and direction of the local workforce development system and its own role within that system.
2. The Board establishes or approves operational structures and makes operational policies for the workforce development system as a whole.
3. The Board oversees the performance of the system.
4. The Board has a role in external relations, public relations, and marketing for the workforce development system.
5. The Board encourages new ideas and works to find additional resources to advance its mission.
6. The Board develops and maintains strong partnerships with other organizations in pursuit of common goals.

## The Board's Role in the Development of the Local Workforce System

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### *The Board defines the local workforce development system & its role within that system*

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- The Board develops a broad strategy and shapes programs into a comprehensive system.
- The Board identifies gaps between current and future workforce needs and evaluates the capacity of local programs and service providers to handle the needs.
- To assist in this process, the Board sometimes recruits community leaders and service practitioners as members of committees to capture their specialized knowledge.
- The Board prepares a strategic plan to broadly direct the local workforce development system to close these gaps.
- The Board sets priorities and allocates available resources.
- The Board also sets short-term and long-term objectives for implementing the strategic plan.

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### *The Board encourages new ideas & works to find additional resources to advance its mission*

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- The Board sets policy on exploring new types of services, new techniques, and the use of new service providers. It may set limits on such endeavors. It may recommend or approve specific demonstrations or pilot projects.
- The Board may seek to diversify the funding base of the local workforce development system through new grants, foundation funding, fee-for-service strategies, or private fundraising.
- The Board sets policies and limits on these activities and approves projects/services associated with such funding.

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*The Board establishes & approves operational structures & sets policies for the workforce development system as a whole*

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- The Board certifies local One-Stop Career Centers and authorizes their operation through a re-certification process.
- The Board sets mandatory minimum levels of services to be provided by all of its program operators.
- The Board creates system-wide policies on the use of training vouchers - Individual Training Accounts (ITA's), providing information on agencies/training institutions with certified eligibility to redeem vouchers, and determining what portion of the cost of services can be converted. This arrangement allows customers to choose needed training from a variety of sources.
- The Board oversees the provision of services by service providers/grantees and vendors.
- The Board sets policies for certifying the competence and quality of these providers.
- The Board may periodically renew or revoke this certification. By creating system-wide policies, the Board ensures that programs work more effectively.

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*The Board participates in external relations, public relations, & in marketing the entire system*

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- The Board publicizes the workforce needs of both the business community and local job seekers. Such marketing improves communication between service providers and businesses, brokering specific employer needs.
- The Board develops a close working relationship with local elected officials. Since local county commissioners appoint Board members, it is imperative that Board members keep these elected officials and others (county managers, state and national legislators, etc.) informed on the activities of the Board.
- The Board develops relationships with local businesses and organizations to advance the purposes of the Board, thereby building support for its programs and policies.
- The Board and its staff conduct active public relations campaigns, make presentations, host community forums, prepare media reports, maintain the Board's website, and participate in other activities.

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## *The Board oversees system performance*

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- The Board sets quality performance standards for One-Stop Career Centers and for WIOA service providers.
- The Board sets policies on the gathering and use of customer satisfaction data from employers and job seekers using the One-Stop Career Centers.
- The Board ensures that continuous improvement processes are implemented by service providers and other agencies in the workforce development system.
- In addition, the Board also develops a locally meaningful measurement system to ensure that standards and benchmarks are met, and issues reports on system-wide performance.

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## *The Board builds partnerships*

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- Collaborating with partners is essential in meeting the local needs of the workforce. Partnerships encourage the creation of new employment and training opportunities.
- The High Country Workforce Development Board works in partnership with these entities:
  - › The local business and industry community
  - › Economic development commissions
  - › Local school systems & post-secondary education
  - › Community and faith-based organizations
  - › Other human capital investment organizations

### **The Role of the Member - That's You!**

The responsibilities of a WDB member are very similar to those of any Board of Directors. The overall responsibility is use of knowledge, experience, insight, and influence to help achieve the purpose of the Board. For development of a responsive workforce system - the Board's mission, there are several areas in which knowledge and insight are needed.

### **Expectations of Board Members**

Each member is expected to be an active participant in the Board's proceedings. In addition to participation at regular Board meetings, each member is expected to be a member of at least one of the permanent committees or subcommittees of the Board.

These committees generally meet 4 times a year, based on an annual schedule that is developed each July. Committees meet to review information presented or requested and to prepare recommendations for Board action.

Each member is also expected to participate in an open, honest, respectful, and non-self-serving manner in all deliberations of the Board.

Finally, each member is expected to be an agent of change for achieving the goals of the Board.

## Opportunities and Challenges

- Influencing the direction of all workforce activities in the region; an unprecedented opportunity to look at the big picture
- Building a regional, market-based workforce system that provides quality services to businesses and residents - a system that is proactive, not solely dependent on and reactive to federal and state initiatives
- Building a delivery system that both businesses and residents of the region will choose as their first rather than last choice
- Building a system that has functional integrity, so it can accommodate new federal and state initiatives or changes in customer needs without having to be scrapped or reorganized
- Maintaining and building your strategic leadership role as a governing board
- Setting Board policies that serve as the foundation and framework for all workforce activities in the region
- Staying at the policy level and out of the details of planning and program operation
- Building an integrated delivery system and achieving the desired results even with categorical funding
- Keeping the big picture front and center – why you’re here and what you’re trying to accomplish

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## *Responsibilities of the Director*

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- Manages the “Big Picture” of the WDB, including its many relationships with other agencies and persons, on a day-to-day basis.
- Supports and facilitates the work of the WDB and its committees.
- Works for the entire Board, not for individual members of the Board.
- Works closely with the Board Chair.
- Leads the WDB within the confines of its mission. Seeks frequent counsel from the Board Chair.
- “Chief of Staff” for the WDB. (As such, hires, manages, and fires staff in accordance with administrative entity policies and procedures).
- Responsible for providing the WDB with necessary fiscal information in order for them to provide appropriate oversight.
- Presents regular reports to the WDB on the work of its contractors/service providers.
- Trains staff and assists in training Board members.
- Responsible for media/public relations and warns the WDB when a public relations emergency is imminent (when possible).

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## *Fundamentals of Board/ Executive Relationship*

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- The Director assists the Board in learning and in doing its own Board-level work, rather than delegating those functions to staff.
- The most important decision a Board makes is the selection of the Director. The second is the selection of the Board Chair.
- The quality of the relationship between the Director and the Board Chair defines both the quality of the relationship between the whole Board and whole staff, and the quality of the organization.
- The Board's task is governance. The Director's job is management.
- The Board should not try to micromanage operations. The Director must be free to manage the day-to-day operation of the Board (i.e. contract preparation, negotiations with contractors, property purchases, etc.).
- Boards and Directors work "for" each other toward fulfillment of their missions.

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## *The Board is NOT about . . .*

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- Perpetuate supply-driven delivery systems of the past
- Guarantee the survival of current WIOA service providers, training providers, or other workforce organizations
- Function as a simple extension of any federal or state agency or program
- Focus only on one categorical funding stream or one set of federally-funded services.

Your number one job is to serve your customers, the employers and residents of the High Country region, not your funding sources, not your local service providers, and not your staff.

Serving your customers well depends on understanding their needs and speaking out on their behalf. It's up to you to put their interests first.



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## *Board/Staff Shared Accountability*

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*The division of these responsibilities between the Board and its staff is jointly determined and regularly revised to ensure effectiveness and member satisfaction.*

- Developing a strategic plan for all workforce efforts in the region that:
  - › sets the mission and vision as the centralizing focus
  - › determines the desired results
  - › chooses governing policies to guide the Board and the regional system
- Developing governing policies to guide the Board and the regional system
- Designing a single, integrated workforce delivery system for the High Country region
- Developing an operational plan for using the workforce funds directly available to the area through the Board.
- Allocating resources consistent with strategic and operational plans
- Certifying education and training providers.
- Contracting for service delivery (i.e., setting specifications, soliciting bids, and selecting service providers in partnership with the WDB to operate career centers and market services to employers)
- Ensuring that high-quality workforce services are provided to employers and residents of the region
- Evaluating the effectiveness of all workforce services provided in the seven-county region
- Negotiating and overseeing performance measures to evaluate the High Country region's compliance with state and federally mandated goals

## Philosophy & Values Statement

### Philosophy

**The High Country Workforce Development Board exists on behalf of the region's taxpayers and citizens for the purpose of governing the federal funds under its jurisdiction by providing leadership in the development of the region's workforce to meet employer needs.**

The Board receives its authority from the US Congress, the Governor of NC, and the High Country Workforce Development Consortium, which is comprised of the Chairs of County Commissions (or their designees) from each of the region's seven counties.

The Board is accountable to the citizen taxpayers on whose behalf it exists. The Board is accountable for the achievement of the goals of its authorizing legislation, and for other goals it sets on behalf of its stakeholders, while avoiding any actions that are illegal, immoral, or unethical.

The Board exists for the purpose of policy governance on the issues under its jurisdiction and uses the question, "What good for which people at what cost?" to give focus to the ends it seeks to achieve.

The Board delegates to its staff and administrative entity all responsibilities related to the day-to-day administration of programs and services operating under its auspices. The Board holds the staff accountable for ensuring conformance to all laws, regulations, rules, and policies by operating entities. In pursuit of the Board's end goals, it authorizes staff to use any means except those which are illegal, immoral, or unethical, or which contradict the Board's statement of values to carry out its work.

The Board authorizes the Chair to make policy decisions on behalf of the Board when it is infeasible for the Board to act as a whole, and accepts all such decisions except when they are clearly contrary to the Board's philosophical underpinnings.

The Board recognizes that each committee serves as policy maker and systems builder for its specific areas and delegates to its committees full authority and flexibility to accomplish the goals and assignments for the specialized areas under their authority. The Board accepts the recommendations, decisions, and actions of its committees unless they are clearly contrary to the Board's philosophical underpinnings. To accomplish committee goals, the Board designates staff and service contractors to support each committee.

The Board holds certain values which underlie its philosophy and the actions of its members and staff. The following statements represent the Board's values:

- All citizens have the right to self-sufficiency through responsible employment.
- Citizens have the right to relevant education and training to properly prepare them for today's and tomorrow's globally competitive workforce.
- Employers have the right to expect their workers to share basic work ethics and to possess basic academic skills to enable them to learn their specific job responsibilities and to function appropriately and responsibly in the workplace.

- Taxpayers have the right to expect that workforce development services provided on their behalf are administered and operated in accordance with all applicable laws and regulations to ensure responsible expenditure of public funds and to ensure equitable service to eligible individuals.
- Elected officials have the right to expect the highest level of service and responsibility from those they appoint to carry out designated functions.
- Individuals and organizations selected to carry out the duties of publicly funded workforce development and related programs and services have the responsibility to do so in a manner that achieves their goals while not engaging in unacceptable practices, including those which are illegal, immoral, or unethical.
- In fulfilling its mission, the High Country Workforce Development Board will, with integrity, be respectful and aspire to excellence.

## Staff Limitations

The staff shall not cause or allow any practice, activity, decision, or organizational circumstance which is unlawful, imprudent, immoral, or unethical, or which contradicts the Board's statement of values. With respect to providing information and counsel to the Board, the staff may not permit the Board to be uninformed.

Accordingly, staff shall not:

- Neglect to submit monitoring data required by the Board in a timely, accurate, and understandable fashion;
- Let the Board be unaware of relevant issues, anticipated adverse media coverage, significant external and internal changes;
- Fail to report in a timely manner any actual or anticipated non-compliance with any policy of the Board;
- Fail to advise the Board, if in the staff's opinion, the Board is not in compliance with the law or its own policies.

With respect to dealing with contractors, the staff may not:

- Fail to establish with contractors a clear explanation of
  - › Contractor requirements; and
  - › Projected outcomes from services offered;
- Fail to provide a grievance process to contractors who believe that they have not been accorded a reasonable interpretation of their rights.

With respect to funds, the staff may not:

- Expend more funds than will be received in the fiscal year;
- Fail to aggressively seek receivables after a reasonable grace period.

The Board frees the staff to use any other creative approaches within these limits without further Board approval. Thus the staff is empowered to use their full creative powers, enabling the Board to concentrate its energies on goals.

## Board-Staff Relationship

The Board speaks with one voice to its staff through written policy.

## Board Responsibilities

The Board will:

1. Cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be an initiator of policy and will use the expertise of individual members to enhance the ability of the Board as a body. The Board will not substitute individual judgments for the Board's values.
2. Direct and inspire the initiatives it oversees through the careful establishment of broad-written policies reflecting the Board's values and perspectives. The Board's major focus will be on intended long-term impacts, not on the administrative or programmatic means of attaining those effects.
3. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, and ensuring the continuity of governance capability. Continual Board development will include orientation of new members in the Board's governance process and periodic Board discussion of process improvement. The Board will allow no officer, individual, or committee of the Board to hinder, or be an excuse for, not fulfilling its commitments.
4. Monitor and discuss its process and performance at intervals throughout the year. Self-monitoring will include comparison of Board activity and discipline to policies in Governance Process and Board-Staff Linkage categories.

## Tips for New Workforce Development Board Members

For a new workforce development board member, the workforce development system can be confusing. Here are five simple tips that may help you get started.

### Study the Economy

Your value as a board member is greatly enhanced as your insight into the local economy and job market increases. Useful information is available from a variety of sources, including [www.highcountrywdb.com](http://www.highcountrywdb.com). Human resource managers (several of whom may be members of the Board) are another valuable source of information. They can provide details on who is being hired, the trends in skill requirements, and the skills they need and are unable to find.

### Meet the Customers

The Board's primary customers are job seekers, employers, and the general public. Find opportunities to meet employers who hire program participants, and those who don't, to determine their needs and how well they are being met. Talk to program participants for the same reasons.

### Get to Know the Staff and Service Providers

The professionals who staff the Board are your best source of information on the daily operations and requirements of the programs they administer. Learn their needs, interests, and concerns. This can greatly reduce the likelihood of confusion and misunderstanding as you participate in board policy deliberations.

**Visit a Career Center, and talk with the service providers.**

### Promote Staff and Board Training

It is not only the participants who need to learn. The quality of the Board and its staff depends on how well and regularly they are trained. Support systematic orientation and training of staff and board members.

### Use Your Networks

You have been appointed to the Board because you represent a larger group (employers, labor, education, etc.). Talk to your colleagues about the issues the Board is facing. Get their views. Get them involved where appropriate (i.e. have them become WDB committee members, help host county/regional forums on specific issues, etc.).







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