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**SOUTH CAROLINA**  
DEPARTMENT OF COMMERCE

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**STATE WIA INSTRUCTION NUMBER:07-04**

**TO:** Local Workforce Investment Areas (LWIAs)  
**SUBJECT:** Local Board Standards  
**ISSUANCE DATE:** January 3, 2008  
**EFFECTIVE DATE:** Immediately

**PURPOSE:** The purpose of this issuance is to formally transmit the recently approved Local Board Standards and the accompanying self-assessment instrument.

**BACKGROUND:** In August of 2006, the Governor's State Workforce Investment Board (SWIB) approved a strategic plan which outlined its major goals. One such goal was that of building local board capacity by improving the alignment among the vision and goals of the Governor, State Board, and local boards for workforce development. The development and implementation of local board standards is a key strategy in pursuing this goal. In April of this year, a workgroup comprised of representatives from local workforce investment boards (LWIBs) was established to develop local board standards. After more than 20 hours of deliberation over the course of 5 months, the workgroup presented the Local Board Standards to the SWIB. The Standards were approved by the SWIB on August 23, 2007. Subsequently, from September through November, the Standards were presented to each of the 12 LWIBs during their fall meetings.

**INSTRUCTION:** The Standards include a multi-year implementation timeline which provides an opportunity for each LWIB to assess and realign staff priorities and resources as needed to meet the standards. For the remainder of PY 2007(through June 30, 2008), the implementation plan calls for LWIBs to become familiar with the standards, to conduct a general internal review using the standards and to identify areas on which they need to work. The attached self-assessment instrument is provided as a tool that LWIBs may use for this exercise. During this period, LWIBs may request general technical assistance.

During PY 2008 (July 1, 2008-June 30, 2009), LWIBs are expected to complete their formal self-assessments and submit them to the State. LWIBs may also request specific technical assistance on targeted areas.

During PY 2009 (July 1, 2009-June 30, 2010), cross-functional teams will assess each LWIB's conformance with the standards for incentive purposes.



**South Carolina  
Local Workforce Investment Board  
Standards**

**July 2007**

## **Introduction**

The extensive work that went into the development of the South Carolina Workforce Investment Board 2007 strategic plan highlighted two areas relevant to a need for standards development: first, a need for economic and workforce development to work more closely together to improve the economic vitality of the state, and second, a need for strengthening the connection between the State Workforce Investment Board (SWIB) and the local workforce investment boards (LWIBs).

LWIB standards are a step in meeting those needs. They establish and communicate clear expectations to the state's 12 LWIBs, local elected officials, and other workforce development stakeholders. LWIBs operating at the levels established in the standards take strategic and collaborative approaches to their mission, make well-informed economic judgments about the regions they serve, and invest smartly in a set of focused objectives. Note that at this stage the standards speak to activities within the LWIB's jurisdiction. Regional cooperation (actions that appropriately cut across LWIB boundaries where labor markets so indicate) is encouraged, but not required. LWIBs should, however, be thinking in terms of what regional interactions would make sense and should engage in joint planning where appropriate. Regionalism may be a focus of the next generation of standards. Similarly, local LWIBs are encouraged to engage in sector-based strategies and may find an emphasis on such approaches in future state policies and updates to the standards. Developing LWIB standards is not a static process, but will evolve as the workforce system must adapt to an increasingly complex and dynamic economic environment.

## **Key Principles Guiding Standards Development and Implementation**

The SWIB wants all LWIBs to be successful and recognizes that success can take various forms in different places and under different circumstances. The SWIB is seeking to improve the opportunity for success by building a set of standards that:

- Reflect increased partnering with economic development and educational entities;
- Are grounded in a continuous improvement system;
- Ensure LWIBs have a strategic vision and plan that goes beyond meeting the performance measures for Title I of the Workforce Investment Act;
- Are focused primarily on results.

The result of these efforts by all LWIBs, working in concert with each other and with the SWIB, prepares South Carolina to successfully compete for jobs and investments, creating a competitive workforce advantage. The standards ask LWIBs to perform at a high strategic level, and to serve either as the lead coordinating body or as a key member of local coalitions to build a skilled workforce that meets business needs. Such

proactive LWIBs serve as catalysts for innovative approaches to a wide range of regional challenges and opportunities. With broad community and stakeholder representation, LWIBs can increase opportunities for local and regional success in addressing difficult workforce issues.

## **Process for Developing and Implementing LWIB Standards**

A workgroup comprised of business representatives of the 12 local boards prepared standards that could be implemented across the state. The strategic plan adopted by the State Board served as a guide to ensure alignment among the LWIB standards, state strategic goals, and the workgroup's guiding principles listed above.

The process included:

- A review of the South Carolina State Board's strategic plan;
- A review of other states' LWIB standards;
- Multiple meetings of the Local Board Standards Workgroup to work through concepts, principles, draft standards, and accountability measures;
- The development of an assessment model to guide the process over time;
- Final presentation to and adoption by the State Board.

## **LWIB Standards and Their Indicators/Measures**

### **I. Strategic Planning**

The LWIB has a clear strategic plan that goes beyond meeting minimal WIA metrics.

- A. The LWIB has a strategic plan covering at least a five year period that outlines and establishes its goals and actions and includes:
  - 1. A comprehensive local labor market analysis;
  - 2. Community input;
  - 3. Feedback to the community;
  - 4. Alignment with the SWIB's plan;
  - 5. Metrics for success;
  - 6. Elements that address the needs of all businesses – small, medium, and large;
  - 7. Annual updates, at a minimum, to keep the plan current.
- B. The LWIB has completed a publicly available and widely disseminated workforce report, which includes an up-to-date analysis of workforce and labor market issues for its area, and has translated the issues into key workforce themes that can be understood by the general public.
- C. The LWIB has sought input on its strategic plan and goals from major stakeholders and has communicated the final plan and goals to them to maintain buy-in.
- D. There is evidence of LWIB collaboration with stakeholders that can help advance the strategic direction.

### **II. Resource Alignment**

The LWIB has aligned with relevant resources such as local workforce, education, economic development programs and initiatives to develop solutions to the unique workforce challenges facing the area.

- A. The LWIB set its strategic direction and mapped relevant local workforce resources against the key workforce challenges identified in the strategic plan.
- B. The LWIB coordinates, aligns, and leverages resources from other partners in the workforce system as well as local and regional educational institutions; e.g., technical colleges, state university system, private universities, local school boards and career and technical education programs, that can support its strategic direction.
- C. Non-WIA resources, including private sector, foundation and other public sources, are leveraged by the LWIB to support local initiatives and strategic direction.

### **III. Support of a Quality One-Stop System**

The LWIB ensures that its South Carolina One-Stop system provides excellent and fully accessible services to both employers and job seekers.

**NOTE: This is a placeholder standard for now. It will be implemented when the One-Stop chartering criteria and process are in place and the requirements for that system are fully understood and implemented. There may be changes to these One-Stop standards to align with the One-Stop chartering plan. LWIBs should be taking steps to align their service delivery with their strategic intent, but such actions will not be evaluated until such time as the chartering process is in place and may be done in the context of the chartering process rather than the LWIB standards. The following elements are provided as indicators of actions LWIBs might consider in the interim to be positioned to meet the chartering criteria.**

- A. The South Carolina One-Stop system fits into the LWIB's overall strategic plan to address the area's human capital needs.
- B. The LWIB has successfully chartered all of its South Carolina One-Stop system locations.
- C. The LWIB ensures the South Carolina One-Stop system operators are fully informed of the priorities of the LWIB and monitors the operators on a regular basis to ensure that staff are being educated and trained to fulfill the requirements of the LWIB.

### **IV. Support for Youth**

The LWIB has established a youth strategy that includes an analysis of the needs of the area's youth population in general, aligns with the local labor market analysis and the state's EEDA and K-16 priorities, and has taken action to implement a relevant strategy for youth in the area. Such action may be to act as convener for local stakeholders or to identify a key focus area that will make a measurable difference for all youth or selected segments of the youth population.

- A. The LWIB's Youth Council has a comprehensive strategic plan that aligns with both the LWIBs and the State's strategic plan.
- B. The LWIB Youth Council articulates its youth strategy to local education providers, youth services provider(s), and other potential partners and stakeholders and has a working plan to advance the strategy in the area.
- C. The LWIB's Youth Council and its youth services providers ensure that youth programs under their control partner with private sector businesses and other entities to encourage a variety of work experience and learning opportunities.
- D. The LWIB's Youth Council uses the WIA youth funds it oversees to leverage other funding for a wider impact on the local workforce investment area's youth population.

## **V. LWIB Funding Oversight**

**The LWIB ensures that local funding decisions reflect the priorities outlined in its strategic plan.**

- A.** The LWIB is knowledgeable of all options for investing WIA funds and makes strategic decisions for their use.
- B.** The LWIB is involved in the process to allocate WIA funds, and other monies when appropriate, in accordance with its and the SWIBs strategic direction.
- C.** The LWIB receives appropriate feedback on financial investments to ensure its strategic direction is followed and funds are being properly expended.
- D.** The LWIB leverages and influences other workforce investment streams outside of WIA.

## **VI. Fiscal and Performance Accountability**

**The LWIB maintains sound fiscal and performance practices and achieves its required outcomes.**

The LWIB has met the following compliance requirements:

- A.** Has met the requirements of the common measures
- B.** Has resolved all outstanding audit exceptions and/or other monitoring issues, has a plan in place to resolve them, or has an appropriate appeal in process.



# South Carolina's LWIBs Standards Self-Assessment Format

## Introduction

The South Carolina LWIB standards have been adopted by the State Workforce Investment Board (SWIB). The implementation plan calls for LWIBs to become familiar with the standards and to do a self-assessment between now and June 2008. This timeline provides an opportunity for each Board to assess and realign staff priorities and resources as needed to meet the standards.

Self-assessments should be completed by the end of PY'08. During PY'09, outside teams will visit to validate the self-assessment and the results will be used for incentive purposes in PY'09.

## Suggested Use of Self-Assessment for PY'07

LWIBs may determine how they will approach the learning opportunity available to them in PY'07. The format below is provided as simply one approach. It enables LWIBs to rate themselves against each supporting standard and to determine where they need to put their additional resources and energy. In addition to this rating tool, local areas may want to prepare bulleted narratives of their accomplishments compared with the standards to help organize their information.

Ratings are on the five point scale explained below:

- 1 = No action has been taken on this supporting standard.
- 2 = Minimal action has been taken.
- 3 = There is movement in the right direction, but meeting the standard will take some additional work.
- 4 = Most actions have been completed; meeting the standard will take minimal additional work.
- 5 = Full action has been taken, and the LWIB feels confident it can meet this standard.

# Self-Assessment – South Carolina LWIB Standards

## I. Strategic Planning

**Standard: The LWIB has a clear strategic plan that goes beyond meeting minimal WIA metrics.**

A. The LWIB has a strategic plan covering at least a five year period that outlines and establishes its goals and actions and includes:	
	Rating and supporting bullets
1. A comprehensive local labor market analysis	A.1.____
2. Community input	A.2.____
3. Feedback to the community	A.3.____
4. Alignment with the SWIB's plan	A.4.____
5. Metrics for success	A.5.____

<p>6. Elements that address the needs of all businesses – small, medium, and large</p>	<p>A.6_____</p>
<p>7. Annual updates, at a minimum, to keep the plan current.</p>	<p>A.7_____</p>
<p>B. The LWIB has completed a publicly available and widely disseminated workforce report, which includes an up-to-date analysis of workforce and labor market issues for its area, and has translated the issues into key workforce themes that can understood by the general public.</p>	
<p><b>Rating and supporting bullets</b></p>	
<p>B.____</p>	
<p>C. The LWIB has sought input on its strategic plan and goals from major stakeholders and has communicated the final plan and goals to them to maintain buy-in.</p>	
<p><b>Rating and supporting bullets</b></p>	
<p>C.____</p>	
<p>D. There is evidence of LWIB collaboration with stakeholders that can help advance the strategic direction.</p>	
<p><b>Rating and supporting bullets</b></p>	
<p>D.____</p>	

# II. Resource Alignment

**Standard: The LWIB has aligned relevant resources such as local workforce, education, economic development programs and initiatives to develop solutions to the unique workforce challenges facing the area.**

A. There is evidence of LWIB collaboration with stakeholders that can help advance the strategic direction.
<b>Rating and supporting bullets</b>
A.____
B. The LWIB coordinates, aligns, and leverages resources from other partners in the workforce system as well as local and regional educational institutions; e.g., technical colleges, the state university system, private universities, local school boards and career and technical education programs, that can support its strategic direction.
<b>Rating and supporting bullets</b>
B.____
C. Non-WIA resources, including private sector, foundation and other public sources are leveraged by the LWIB to support local initiatives and strategic direction.
<b>Rating and supporting bullets</b>
C.____

### III. Support of a Quality One-Stop System

**Standard: The LWIB ensures that its South Carolina One-Stop system provides excellent and fully accessible services to both employers and job seekers.**

Supporting Standards	LWIB Response: None required at this time.
None at this time	<p>NOTE: This is a placeholder standard for now. It will be implemented when the One-Stop chartering criteria and process are in place and the requirements for that system are fully understood and implemented. There may be changes to these One-Stop standards to align with the One-Stop chartering plan. LWIBs should be taking steps to align their service delivery with their strategic intent, but such actions will not be evaluated until such time as the chartering process is in place and may be done in the context of the chartering process rather than the LWIB standards. The following elements are provided as indicators of actions LWIBs might consider in the interim to be positioned to meet the chartering criteria.</p> <ul style="list-style-type: none"> <li>A. The South Carolina One-Stop system fits into the LWIB’s overall strategic plan to address the area’s human capital needs.</li> <li>B. The LWIB has successfully chartered all of its South Carolina One-Stop system locations.</li> <li>C. The LWIB ensures the South Carolina One-Stop system operators are fully informed of the priorities of the LWIB and monitors the operators on a regular basis to ensure that staff are being educated and trained to fulfill the requirements of the LWIB.</li> </ul>

## IV. Support for Youth

**Standard: The LWIB has established a youth strategy that includes an analysis of the needs of the area's youth population in general, aligns with the local labor market analysis and the state's EEDA and K-16 priorities, and has taken action to implement a relevant strategy for youth in the area. Such action may be to act as convener for local stakeholders or to identify a key focus area that will make a measurable difference for all youth or selected segments of the youth population.**

A. The LWIB's Youth Council has a comprehensive strategic plan that aligns with both the LWIBs and the State's strategic plan.

### Rating and supporting bullets

A.\_\_\_\_

B. The LWIB Youth Council articulates its youth strategy to local education providers, youth services provider(s), and other potential partners and stakeholders, and has a working plan to advance the strategy in the area.

### Rating and supporting bullets

B.\_\_\_\_

C. The LWIB's Youth Council and its youth services providers ensure that youth programs under their control partner with private sector businesses and other entities to encourage a variety of work experience and learning opportunities.

### Rating and supporting bullets

C.\_\_\_\_

D The LWIB's Youth Council uses the WIA youth funds it oversees to leverage other funding to achieve a broader impact on the local workforce investment area's youth population.

### Rating and supporting bullets

D.\_\_\_\_

## V. LWIB Funding Oversight

**Standard: The LWIB ensures that local funding decisions reflect the priorities outlined in its strategic plan.**

A. The LWIB is knowledgeable of all options for investing available funds and makes strategic decisions for their use.

### Rating and supporting bullets

A.\_\_\_\_

B. The LWIB is involved in the process to allocate available funds, and other monies when appropriate, in accordance with its and the SWIB's strategic direction.

### Rating and supporting bullets

B.\_\_\_\_

C. The LWIB receives appropriate feedback on financial investments to ensure its strategic direction is followed and funds are being properly expended.

### Rating and supporting bullets

C.\_\_\_\_

D. The LWIB leverages and influences other workforce investment streams outside of funds it controls.

### Rating and supporting bullets

D.\_\_\_\_

## VI. Fiscal and Performance Accountability

**Standard:** The LWIB maintains sound fiscal and performance practices and achieves its required outcomes.

**\*Note:** For this standard, the Department of Commerce will review appropriate records and provide data to all LWIBs so that there is a common timeframe and data set that all local areas are working from. As part of the initial self-assessment, LWIBs should review the most recent data available in the two supporting standards areas.

The LWIB has met the following compliance requirements:

A. Has met the requirements of the common measures
<b>Rating and supporting bullets</b>
A.____
B. Has resolved all outstanding audit exceptions and/or other monitoring issues, has a plan in place to resolve them, or has an appropriate appeal in process.
<b>Rating and supporting bullets</b>
B.____