



# New Jersey State Employment and Training Commission

Dennis M. Bone, *Chairman*

Philip D. Murphy, *Governor*

## **POLICY RESOLUTION: SETC #2019-01**

**Subject:** Shared Youth Vision Council – Decision Making Tool

### **Purpose**

The New Jersey Shared Youth Vision Council has determined a need for a consistent discussion of local Workforce Development Board/Youth Council responsibilities. To allow for that consistency, a “Youth Council Decision Making Model” has been developed to be shared with local workforce development entities with associated technical assistance made available.

### **Background**

The State Employment Training Commission serves as an entity that provides policy guidance and strategic leadership on state and federal regulations, coordinates various aspects of the workforce board, and ultimately serves the public to ensure that resources are maximized and fair for all. The Workforce Innovation and Opportunity Act (WIOA) provides resources to support services to three specific populations; Adults, Dislocated Workers and Youth.

As the State Workforce Board, the State Employment and Training Commission utilizes a committee structure to fulfill its responsibilities under WIOA. Specifically, the SETC’s Shared Youth Vision Council (SYVC) represents the coordinated workforce partnership. The council considers the needs of youth and the organizations providing related services to the population.

In reviewing information shared by local Workforce Development Boards, it was noted that there were multiple interpretations of what a Youth Council is, its role, and the different approaches that may be utilized to serve the population. Given the volunteer nature of the Youth Councils, and also understanding that level of undertaking may differ by project and by local area, a draft decision-making aide was considered by the SYVC. Over time and with the SYVC guidance/input, the “*Youth Council Decision Making Model*” was created. It was derived and based upon the document ***Recipes for Success: A Youth Committee Guide Under WIOA*** (published by USDOL).

The purpose of the tool is to consider the role of the local Youth Council, its interaction with local workforce staff, and its level of involvement. This draft was shared with local workforce development areas to evaluate its focus and assist its local youth committee’s understanding and focus of what may be effectuated as a result. The tool includes policy direction, resource leveraging, performance improvement, and planning.

With the SYVC Chair, it was agreed a “Youth Listening Tour” (7/23/19 – 08/29/19) take place. The purpose of the visits would be to review the tool and foster partnerships and consensus, evaluate and discuss the model, determine the need for associated technical assistance, and to collect meaningful information and best practices that may be helpful and actionable objectives to empower other areas in the state of New Jersey. This tour resulted in input/discussion with 12 of the 17 local workforce development areas in New Jersey.

### **RESOLUTION:**

**The Shared Youth Vision Council recommends establishing an optional tool to assist local Youth Councils’ understanding and to assist youth service staff that reflects the current distinctiveness of the Council.**

**Commission Approved: November 19, 2019**



# Youth Council Decision Making Model

Objectives	Level of Involvement				
	Staff Initiates	Staff Handles	Required	Board/Council Initiates	Board/Council Handles
Policy Direction					
System Design					
Resource Leveraging					
Planning					
Performance Improvement					
Oversight					

**Based Upon, “Recipes For Success: A Youth Committee Guide under the Workforce  
Innovation and Opportunity Act WIOA”**

**Glossary**

**Policy Direction –**

Policy-related pieces that aim to inform and improve policy over a wide range of subjects by providing a broader policy context for the topic and relating it to the wider issues around constrained decision making. Moving board and system towards desired goal which should include a board collaborated mission and vision statement(s).

**System Design –**

System design is the defining of the elements in a system including its structure, modules, and components; the different interfaces of those components, and the data that goes through that system. It is meant to satisfy the needs and requirements of a business or organization through the engineering of a coherent and well-running system. WIOA specifically includes the directives in youth procurement which is the act of obtaining or buying goods and services. The process includes preparation and processing of a demand as well as the end receipt and approval of payment.

**Resource Leveraging -**

Propose the design of a comprehensive workforce development system to ensure a full range of services and opportunities for all youth, including disconnected youth: suggest ways to leverage resources and coordinate services among schools, public programs, and community-based organizations (CBOs) serving youth. This should also include employers who effectively employ or provide appropriate services to youth.

**Planning -**

Youth Committees can provide a comprehensive program for youth development as well as determining the workforce needs of the area. The Committee can coordinate youth policy, ensure quality services, and leverage financial and programmatic resources. The committee can also recommend policy direction to the Local WDB for the design, development, and implementation of programs that benefit all youth.

**Performance Improvement -**

Under the provisions of WIOA; Youth Committees can provide a mechanism for leadership, advocacy for youth issues, and an enhanced focus on youth workforce development. The committee shall help to identify weaknesses and gaps in services to develop strategies to use in competitive selections or community partnerships to address the unmet needs of youth as well as provide ongoing leadership and support for continuous quality improvement for local youth programs. Youth councils also have responsibilities centered on the basis of making continuous modifications to enhance the daily operations of the programs; respectively.

**Oversight –**

Oversee eligible youth providers, as well as other youth program oversight responsibilities. Youth councils are generally the leading bodies in the area and they are accountable for preparing strategic and restorative oversight plans and structures tailored to the needs of their board, and local workforce system. (Oversight and monitoring are not synonymous.)

**Staff Initiates-**

The staff may compile youth data and present it to the Youth Committee. After discussion, the Committee may decide to have the program targeted towards certain industries or trends that the staff initiated research provided. (staff comes up with ideas)

**Staff Handles-**

Refers to matters or information that related Youth staff may undertake/resolve on their own. An example may be the compilation of youth labor market information. A staff member may compile the data on their own and present it to the Board. (implementation)

**Required-**

A federal or state requirement may ask that all services be tied to demand in the local/regional economy. The Youth staff and Board would need to discuss valid related data to document its program design.

**Board/Council Initiates-**

At a meeting, a Youth Council member is made aware of demand in a certain industry. At the next Youth Council meeting, that member leads a discussion which resolves with the Council asking the staff to pursue the field as an area of opportunity in their service structure for youth. Youth Councils and WDB staff should also constantly find ways to reach and engage the business community and employers.

**Board/Council Handles-**

On a voluntary basis, the Youth Council may go to different employers in a specific industry. As a part of this effort they develop a set of needs/training areas that they deliver to the Youth Council and staff at its next meeting.

## **Considerations for Shared Youth Vision Visit to Local Workforce Areas**

### **1. Resource Leveraging -**

Propose the design of a comprehensive workforce development system to ensure a full range of services and opportunities for all youth, including disconnected youth: Suggest ways to leverage resources and coordinate services among schools, public programs, and community-based organizations (CBOs) serving youth. This should also include employers who effectively employ or provide appropriate services to youth.

**Resource Leveraging Question:** What sort of resources (levels) do you dedicate to your youth services? How do you decide what to internalize versus procurement to other entities? Are your Youth programs integrated with other services provided in your area or are they stand-alone efforts? If integrated, who are the partners and how do you make certain costs are pro-rated appropriately? In a joint effort, how are assessments and results handled (e.g. information shared among partners)? (i.e. – weaving of services)

### **2. System Design –**

System design is the defining of the elements in a system including its structure, modules, and components; the different interfaces of those components and the data that goes through that system. It is meant to satisfy the needs and requirements of a business or organization through the engineering of a coherent and well-running system. WIOA specifically includes the directives in youth procurement which is the act of obtaining or buying goods and services. The process includes preparation and processing of a demand as well as the end receipt and approval of payment.

**System Design Question:** How did you and your board/council develop your youth system design? How has it changed over the years? How is the local workforce development board and youth council involved in the design and procurement of youth programs? Do they approve solicitations or recommendations? Are members involved in any facet of negotiation/contracting?

### **3. Policy Direction –**

Policy-related pieces that aim to inform and improve policy over a wide range of subjects by providing a broader policy context for the topic and relating it to the wider issues around constrained decision making. Moving Board and system towards desired goal which should include a board collaborated mission and vision statement(s).

**Policy Direction Question:** How do you consider the perspective and desires of young people in the design of youth services? Is there a Youth Council in the area? Does the committee aim to inform and improve youth related policies? Have these policies been approved/implemented? Who are the members of the youth board? Does it include community, faith-based or local service organizations? Are any service providers in the group? Businesses/Employers? How?

### **4. Performance Improvement -**

Under the provisions of WIOA; Youth Committees can provide a mechanism for leadership, advocacy for youth issues, and an enhanced focus on youth workforce development. The committee shall help to identify weaknesses and gaps in services to develop strategies to use in competitive selections or community partnerships to address the unmet needs of youth as well as provide ongoing leadership and support for continuous quality improvement for local youth programs. Youth councils also have responsibilities centered on the basis of making continuous modifications to enhance the daily operations of the programs; respectively.

**Performance Improvement Question:** Is there a specific group or population that is served in the local workforce board's youth program? Is there a stakeholder group in place that advocates for youth issues and identifies gaps in services in order to develop methods to address the unmet needs of the population? What are the important client and system characteristics shared with the Board/Council in the design of youth services? How does success get reported to the Youth Council and Workforce Development Board?

#### 5. **Planning -**

Youth Committees can provide a comprehensive program for youth development as well as determining the workforce needs of the area. The Committee can coordinate youth policy, ensure quality services, and leverage financial and programmatic resources. The committee can also recommend policy direction to the Local WDB for the design, development, and implementation of programs that benefit all youth;

**Planning Question:** How are service trends/enrollment levels shared with the Board/Council? How do they react to increases/decreases in clients or funding? How is that shared with the Board/Council; what is done? What stakeholders are involved in the design and planning of youth programs? How does the area ensure that Youth Programs satisfy the required 14 program elements? Is there a plan of some sort in place that coordinates and ensures quality services and the leveraging of financial and programmatic resources? Are there specific targets for those services?

#### 6. **Oversight –**

Oversee eligible youth providers, as well as other youth program oversight responsibilities. Youth councils are generally the leading bodies in the area and they are accountable for preparing strategic and restorative oversight plans and structures tailored to the needs of their board, and local workforce system. (Oversight and monitoring are not synonymous.)

**Oversight Question:** What is reported to Youth Council and Workforce Development Staff and what is the frequency of reporting? Is there a feedback loop? Are Youth services tied to needs?

- a. Those of the youth?
- b. Those of area employers
- c. Is someone overseeing these youth/youth providers and ensuring that these responsibilities are properly allocated and completed? Has program performance been reviewed?

Please review the questions. Are there any you would like to change or anything you wish to include? These visits should be concluded by the Summer and will include a written comparison of the different areas and what he found. This will help us move the Council forward and hopefully provide some positive perspective in what may be done to improve services for young people.

**SYVC Vision:**

Providing and guiding youth to education, employment, retention of employment, and nationally recognized credentials.

**SYVC Mission:**

The Shared Youth Vision Council recommends service, policy and program components that serve youth at the local level in the workforce system. The council also recommends or assists in the programs and services that focus on youth workforce policy; with a focus on ensuring quality services for NJ's youth. We will define success by the creation of a highly skilled, motivated, and conscientious workforce to help strengthen New Jersey's economic future.

**Purpose:**

The State Employment and Training Commission serves as an entity that provides policy guidance and strategic leadership on state and federal regulations, coordinates various aspects of the workforce board, and ultimately serves the public to ensure that resources are maximized and fair for all. The Shared Youth Vision Council adheres and works under this mission respectively. Under the new transition of leadership; there has been increased attention paid to the Youth of the State, as well as the staff that service them. Subsequently, a youth operations office was designed to better coordinate, align, and analyze the true issues and solutions that can impact youth. The SETC identifies and analyzes critical issues relating to workforce readiness and provides recommendations as a result. Subsequently, the SETC has found the endless value for effective youth programming; in the Spring 2017 edition of *“Recipes For Success: A Youth Committee Guide under the Workforce Innovation and Opportunity Act (WIOA).”* This gives youth and the staff that serves them all the information that they need to run a successful youth council that is proactive, equipped, and dedicated to serving the youth of the state of New Jersey.

**Why:**

While the SYVC is not the operating body of the state, it is still imperative to have someone behind the scenes analyzing the fundamental services that are needed. Furthermore, the SETC has researched, collected, and promulgated the aims and ideals of the Spring 2017 *“Recipes For Success: A Youth Committee Guide under the Workforce Innovation and Opportunity Act (WIOA)”* article and summarized the information into a graph reflective of the key elements in establishing and maintaining a dynamic and proactive youth committee.