

<b>TRAINING AND EMPLOYMENT NOTICE</b>	<b>NO.</b> 24-11
	<b>DATE</b> January 24, 2012

**TO:** STATE WORKFORCE AGENCIES  
STATE WORKFORCE ADMINISTRATORS  
STATE WORKFORCE LIAISONS  
STATE AND LOCAL WORKFORCE BOARD CHAIRS AND DIRECTORS  
STATE LABOR COMMISSIONERS  
ONE STOP CAREER CENTER MANAGERS  
STATE VETERANS EMPLOYMENT AND TRAINING DIRECTORS  
BUSINESS ENGAGEMENT COORDINATORS  
JOB CORPS CENTER DIRECTORS  
EMPLOYMENT AND TRAINING ADMINISTRATION REGIONAL ADMINISTRATORS  
ALL DISCRETIONARY GRANTEEES

**FROM:** JANE OATES /s/  
Assistant Secretary

**SUBJECT:** Enhancing Workforce Leadership Project Resources

1. **Purpose.** To announce the availability of resources developed through the **Enhancing Workforce Leadership** technical assistance initiative.
2. **Background.** Something very significant is happening in workforce development - with a labor market influx and public resources shrinking, workforce leaders are finding new approaches to advance workforce development goals in their communities. They are using new tools to connect across disciplines, sectors, jurisdictions, and fields of practice.

**Enhancing Workforce Leadership**, a technical assistance initiative of the Employment and Training Administration (ETA), was designed to document these new leadership approaches. This project identified the key characteristics of workforce leaders in today's rapidly evolving economy. These key characteristics are necessary to address the intersection of economy, changing technology and social media platforms, and shared community and regional problems that place demands on leadership. Acquiring these characteristics significantly builds the capacity of workforce leaders to address the challenges and opportunities they foresee in their communities and organizations. After an extensive literature review and input from over 500 workforce development practitioners and leaders, the initiative has produced an emerging framework on leadership, also known as "**We**"-**adership**.

The **Enhancing Workforce Leadership Framework** describes six practices of high-performing workforce leaders and policymakers that offer new approaches to advancing workforce development goals in communities. They are:

1. **Adopt a wide-angle point of view** – Leaders look for new ways to apply their resources and expertise. They focus on community problems, not just workforce problems.
2. **Build diverse networks** – Leaders collaborate with partners creatively, using informal networks alongside traditional boards or policy councils.
3. **Embrace openness** – Leaders share the role of leadership with staff, partners, and the public. They use social technologies to listen, inform, and collaborate.
4. **Encourage experimentation** – Leaders know workforce development needs new ideas, and new ideas need testing.
5. **Add unique value** – Leaders can make a real difference in their community and organizations.
6. **Cultivate next generation leaders** – Leaders build skills and share knowledge in their communities.

3. **Project Resources**. A diverse collection of resources and materials for current and aspiring workforce leaders has been compiled to help build capacity and to cultivate new leaders, particularly for state and local workforce investment boards. The following resources are available through the Enhancing Workforce Leadership Project Gateway located at <https://enhancingworkforceleadership.workforce3one.org/>:

- A graphic depiction of the **Enhancing Workforce Leadership Framework** describes the six practices of workforce leaders and serves as an introduction to the guide.
- The **Leadership Guide** offers a comprehensive overview of the six practices of leadership. Included in this is a Social Media Guide, which features social innovation opportunities and strategies, such as Gov 2.0, crowdsourcing, and gaming.
- Hear perspectives on change, innovation, and why leadership matters from five national workforce leaders in the **Project Video Collection**.
- Use the **Workforce Leader Simulations** to stimulate conversations about leadership in communities and in businesses. Simulation toolkits, containing facilitator guides, sample letters, introductory videos, and a designer’s checklist, are available for download.
- **Over 30 additional resources and web links** used by workforce leaders to enhance their leadership skills and cultivate other leaders are also included.

4. **Action Requested.** States are encouraged to share this Training and Employment Notice with State and local workforce investment board members, locally elected officials, employers, workforce development professionals, and other workforce development agency partners. States and localities may use these tools in the provision of State Workforce Investment Board and Local Workforce Investment Board member trainings and as part of cross-agency collaborative efforts. States and localities are also encouraged to share any comments regarding the use of these resources with the appropriate ETA Regional Office.
  
5. **Inquiries.** For more information about the **Enhancing Workforce Leadership Project**, please visit the project's Web site at <https://www.workforceleadership.workforce3one.org> or contact the appropriate Regional Office.