



Governor's Workforce Development Board (GWDB) Legislative Report

Report to the Legislature as required by Minnesota Statutes, section 116L.665,

Subdivision 4

02/11/20

Department of Employment and Economic Development
Governor's Workforce Development Board
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Upon request, this material will be made available in an alternative format such as large print, Braille, or audio recording. Printed on recycled paper.

Contents

- Letter from the Chairs1
- About this Report2
- About the Governor’s Workforce Development Board2
 - Governance2
 - GWDB Executive Committee3
 - Full GWDB Membership3
 - Leadership3
 - Legislative Representatives3
 - Direct Appointments4
 - At-Large Members4
- WIOA Combined State Plan5
 - WIOA Goals6
 - WIOA Priority Strategies6
- Statewide Workforce Development Strategy and Goals7
 - Statewide Workforce Goal8
- Sector Partnership Strategy9
- High-Quality Jobs Framework 10
- CareerForce 10
- Workforce Development System Performance 12
- Core Programs in Minnesota’s Strategic Plan for the Federal Workforce Innovation and Opportunity Act (WIOA) 14

Letter from the Chairs

Dear Governor Walz and Members of the Minnesota State Legislature:

Minnesota’s labor market remains strong but faces persistent challenges tied to slow population and workforce growth. As of September 2025, the state had 3.07 million jobs and a labor force of 3.16 million workers, surpassing pre-pandemic levels, with unemployment at 3.7%. Job vacancies have declined from pandemic-era highs but remain concentrated in critical sectors such as health care, education, manufacturing, construction and professional services—industries central to the state’s Drive for Five initiative. Demographic trends show increasing diversity and growth among immigrant and BIPOC populations, yet overall labor force growth is projected to slow over the next decade, with regional disparities and aging demographics constraining future supply. Employment projections indicate modest overall growth of 4.6% through 2032, with health care and professional services leading gains, while retail is expected to contract. Together, these trends underscore the urgency of aligning workforce strategies with employer demand, expanding sector partnerships and prioritizing training for incumbent workers to maximize participation and productivity.

In response to these dynamics, Minnesota has been reexamining the role of the Governor’s Workforce Development Board (GWDB) to strengthen system alignment, consistent with the Workforce Innovation and Opportunity Act (WIOA). In 2025, the GWDB established a statewide workforce development strategy and goals, a sector partnership strategy and a High-Quality Jobs Framework to guide investments and program design. While the GWDB does not present formal recommendations at this time, we strongly encourage prioritizing and investing in the five pillars of the new statewide strategy: Equity and Access, Sector Partnerships, Work-Based Learning & Registered Apprenticeships, High-Quality Jobs and Simplified, Integrated Services. These pillars represent the foundation for building an equitable, future-ready workforce system that meets employer needs and supports all Minnesotans.

Looking ahead, the GWDB will submit its 2027 Legislative Report in alignment with state statute and informed by recommendations from its newly formed committees—State and Local Coordination, Sector Partnerships, and Innovative Service Delivery—all aligned to WIOA State Plan goals and statutory responsibilities. We believe these efforts will strengthen Minnesota’s workforce system and enhance the state’s long-term economic competitiveness.

Thank you for your time and consideration.

Sincerely,

Surya Iyer, Chair

DeLinda Washington, Vice Chair

Minnesota Governor’s Workforce Development Board

About this Report

This is a collaborative publication from the Governor's Workforce Development Board, its Executive Committee, and the Minnesota Department of Employment and Economic Development (DEED) as mandated by Minnesota Statutes, section 116L.665, subdivision 4. Total cost of salaries, printing and supplies in developing/preparing this report is \$2,584.85 (reported as required by Minn. Stat. 3.197).

About the Governor's Workforce Development Board

The Governor's Workforce Development Board (GWDB) is Minnesota's federally required state workforce development board created under the Workforce Innovation and Opportunity Act (WIOA), the federal law that establishes and funds the public workforce development system in states. The GWDB supports and leads efforts in Minnesota to better align, innovate and deliver programs and services through Minnesota's public workforce development system. Under WIOA and Minnesota Statutes §116L.665, which establishes the GWDB at the state level, the GWDB is responsible for overseeing the development and submission of Minnesota's four-year WIOA State Plan, which serves as the state's strategic plan for workforce development with federal agencies, as well as the required modifications that occur every two years into each four-year State Plan. In addition to oversight over WIOA State Planning, the GWDB is also required under state statutes to produce a Legislative Report every two years with recommendations for programmatic, funding and administrative changes to improve the workforce system.

Governance

Governor's Workforce Development Board (GWDB) members are appointed by the Governor and represent key leaders from across the state representing business, education, labor, community-based organizations and government. Some members of the Board are federally required under WIOA, while other member positions were created by the Minnesota State Legislature in State Statutes §116L.665. Under WIOA, the GWDB has a responsibility to advise the Governor and the state legislature on Minnesota's workforce system and to promote policies and strategies to be utilized by the state system to better align and coordinate programs across agencies and partners. Members collaborate to build a shared vision, mission and goals around workforce strategies and opportunities for the state, which can be found in the WIOA State Plan developed under the guidance of the GWDB. More information is available on the GWDB website: <https://mn.gov/deed/gwdb/>.

To increase efficiency of operations and decision-making, and to better leverage the expertise of the Board's state partners, moving forward the GWDB Executive Committee, chaired by the GWDB Chair, will serve as a more central decision-making committee of the Board. Through increased cross-agency and cross-sector collaboration, the Executive Committee will help identify opportunities and establish strategies to improve alignment. The chair and members of committees, volunteers appointed by the GWDB Chair, will help the Board in setting priorities, providing input, and establishing topics and/or deliverables for subcommittees, workgroups, or task forces to address. GWDB staff and leaders, along with key workforce partners, are currently developing plans for restructuring the existing standing committees of the Board to better identify current needs, issues and trends.

GWDB Executive Committee

The Executive Committee of the Governor’s Workforce Development Board (GWDB) is authorized to act on behalf of the full Board between regular meetings, making emergency or time-sensitive decisions, monitoring committee and staff work, developing agenda items, addressing legislative matters and advancing policy recommendations for full Board consideration.

1. Surya Iyer, GWDB Chair, President and COO, Polar Semiconductor
2. DeLinda Washington, Sr. Vice President and Chief People Officer, Health Partners, Inc.
3. Matthew Varilek, Commissioner, Department of Employment and Economic Development (DEED)
4. Bernadette Burnham, President, Minnesota AFL-CIO
5. Cate Duin, Director, Minnesota Association of Workforce Boards (MAWB)
6. Angela Mansfield, Assistant Commissioner, Minnesota Department of Education (designee for Commissioner Jett)
7. Rob Stark, Financial Advisor, Edward Jones Investment
8. Matt Lewis, Vice President, GreaterMSP
9. Misun Bormann, Human Resources Director, Mayo Clinic
10. Shannon Bryant, Executive Director, Workforce and Economic Development, Minnesota State Colleges and Universities

Full GWDB Membership

The complete list of GWDB members is maintained at <https://mn.gov/deed/gwdb/about/members/> and includes the individuals below:

Leadership

Table 1 GWDB Leadership

Chair	Vice Chair
Surya Iyer President and COO, Polar Semiconductor	DeLinda Washington Sr. Vice President & Chief People Officer, Health Partners, Inc.

Legislative Representatives

Table 2 GWDB Legislative Representatives

John Hoffman	Pete Johnson	Carla Nelson	Bernie Perryman
State Elected (Senate Majority Representative) (Ex-Officio)	State Elected (House) (Ex-Officio)	State Elected (Senate Minority Representative) (Ex-Officio)	State Elected (House Minority Representative) (Ex-Officio)

Direct Appointments

Table 3 GWDB Direct Appointments

<p>Nicole Blissenbach Commissioner, Department of Labor & Industry Representative</p>	<p>Tikki Brown Commissioner, Department of Children, Youth, and Families</p>	<p>Erin Campbell Commissioner, Minnesota Management & Budget</p>	<p>Rebecca Cunningham President, University of Minnesota *Designee: Chancellor Lori Carrell</p>
<p>David Dively MN State Council on Disability</p>	<p>Cate Duin MN Association of Workforce Boards (MAWB)</p>	<p>Shireen Gandhi Commissioner, Department of Human Services</p>	<p>Shannon Geshick Executive Director, Minnesota Indian Affairs Council</p>
<p>Sia Her Executive Director, Council on Asian Pacific Minnesotans</p>	<p>Willie Jett II Commissioner, Department of Education *Designee: Angela Mansfield, Assistant Commissioner</p>	<p>Dennis Olson Jr. Commissioner, Office of Higher Education *Designee: Shannon Bryant, Executive Director, Workforce & Economic Development</p>	<p>Sonia Reyes Executive Director, Minnesota Council on Latino Affairs</p>
<p>Paul Schnell Commissioner, Department of Human Services *Designee: Jami Doeden, Associate Warden</p>	<p>Linda Sloan Executive Director, Council for Minnesotans of African Heritage</p>	<p>Matt Varilek Commissioner, Dept of Employment and Economic Development</p>	

At-Large Members

Table 4 GWDB At-Large Members

<p>Naveen Agarwal Founder and Owner, Kiddie School of Maple Grove</p>	<p>Hannah Alstead Political and Labor Director, Teamsters Joint Local #32</p>	<p>Jeremy Andrist Business Manager, Plumbers and Pipefitters Local #6</p>	<p>Carol Anderson Co-owner Anderson Dairy Farms</p>
<p>Michael Berndt President, Inver Hills Community College</p>	<p>Misun Bormann HR Director – Workforce Director, Mayo Clinic</p>	<p>Deb Broberg Executive Director, RealTime Talent</p>	<p>Brian Bruess President, College of Saint Benedict and Saint John’s University</p>
<p>Bernadette Burnham President, Minnesota AFL-CIO</p>	<p>Gail Cruikshank Talent and Community Impact Director, Greater St. Cloud</p>	<p>Scott Cummings Minnesota Market Lead, Accenture</p>	<p>Barry Davies Business Manager, Labor – Iron Local #512</p>

<p>Irene Fernando</p> <p>Commissioner, Hennepin County</p>	<p>Deborah Gleason</p> <p>Owner, The Information Tamer</p>	<p>Troy Haugen</p> <p>Director of Career & College Readiness, Lakes Country Service Cooperative</p>	<p>Samuel Heimlich</p> <p>Business Representative, North Central States Regional Council of Carpenters</p>
<p>Steven Kalina</p> <p>President & CEO, Minnesota Precision Manufacturing Association</p>	<p>Erica Lester</p> <p>Workforce Development Manager, Minnesota Association of Community Health Centers</p>	<p>Matthew Lewis</p> <p>Vice President, Partnership Strategy, GREATER MSP Partnership</p>	<p>Lance Louis</p> <p>President & CEO, Louis Industries</p>
<p>Katie Lundmark</p> <p>Regional Director of Operations, Ecumen</p>	<p>Nicole Mattson</p> <p>Vice President, Care Providers of Minnesota</p>	<p>Melissa McLean</p> <p>Vice President of Workforce Initiatives, St. Paul Area Chamber</p>	<p>Ted Mondale</p> <p>Vice President of Workforce Partnerships, Summit Academy</p>
<p>Gabriel Mooney</p> <p>Corporate Project Manager, Central Boiler</p>	<p>Mary Niedermeyer</p> <p>Chief Executive Officer, CAPI USA</p>	<p>Sandra Pulles</p> <p>Chief Impact Officer, ServeMinnesota</p>	<p>Jeffrey Rainey</p> <p>Economic Development Director, Dakota Electric Association</p>
<p>Robert Stark</p> <p>Financial Advisor, Edward Jones Investment</p>	<p>Jennifer Theisen</p> <p>Chief People Officer, Stoneridge Software</p>	<p>Travis Thibodeau</p> <p>Chief of Staff, Minnesota Nurses Association</p>	<p>Brian Zirbes</p> <p>Executive Director, MN Association of Resources for Recovery and Chemical Health (MARRCH)</p>

WIOA Combined State Plan

Under the Workforce Innovation and Opportunity Act (WIOA), the Governor of each state must submit a Unified or Combined State Plan to the Secretary of the U.S. Department of Labor that outlines a four-year strategy for the State’s workforce development system. The publicly funded workforce development system is a national network of Federal, State, regional, and local agencies and organizations that provide a range of employment, education, training, and related services and supports to help all job-seekers secure good jobs while providing businesses with the skilled workers they need to compete in the global economy. States must have approved Unified or Combined State Plans in place to receive funding for core programs. WIOA identifies planning requirements to foster better alignment of Federal investments in job training, to integrate service delivery

across programs and improve efficiency in service delivery and to ensure that the workforce system is job-driven and matches employers with skilled individuals.

One of WIOA's principal areas of reform is to require States to plan across core programs and include this planning process in the Unified or Combined State Plans. This reform promotes a shared understanding of the workforce needs within each state and fosters development of more comprehensive and integrated approaches, such as career pathways and sector strategies, for addressing the needs of businesses and workers. Successful implementation of many of the approaches outlined in WIOA requires robust cross-program relationships and sustained coordination among state and local partners. WIOA specifically requires states and local areas to strengthen partnerships with local entities and supportive service agencies to improve service delivery, including through Unified or Combined State Plans.

The Minnesota Combined State Plan for 2024-2027 was developed by modifying the previous State Plan's Vision, Goals and Strategies in consultation with workforce program administrators, the Governor's Workforce Development Board, the Minnesota Association of Workforce Boards and the National Governors Association. The shift in Vision, Goals and Strategies represent a new strategic direction for workforce development in the state, one that is focused on breaking down silos across workforce partners and being more intentional and proactive about the delivery of programs and services to Minnesotans. More information on the rationale behind the updated language can be found below.

WIOA Goals

1. Increase interagency and local area coordination and alignment around shared goals, maximizing efficiency and coordination of workforce funding and programs and improving system integration, and creating a "no wrong door" approach for individuals or employers engaging in the workforce system.
2. Build employer-led industry-sector partnerships across the state to create or expand responsive and equitable workforce development programs and career pathways with embedded work-based learning or on-the-job training, including Registered Apprenticeships, focused on closing gaps in participation and representation based on race, ethnicity, disability, gender, veteran status, and age.
3. Create a more inclusive, equitable, accessible, and proactive workforce system to serve all Minnesotans, preparing employers and the current and emerging workforce for the changing nature of work including new and emerging technology, changing labor market demands, and for the state's shifting demographics, including new Minnesotans.

WIOA Priority Strategies

For the state to achieve the One Minnesota Vision for workforce development, each workforce partner across the state should be working toward implementing the Governor's major workforce priorities in a unified manner. For the 2024-2027 State, Local and Regional Plans, we request that plan writers describe how they are implementing any or all of the priorities put forward by the Governor and those requested by DOL and the U.S. Department of Education who oversee and approve the State plans.

The strategies described below are intended to support and advance the coordination of statewide initiatives and strategies and better understand how these strategies can be implemented at a program or local level. This will also help with improving alignment between federally funded and state-funded programs, ensuring that all programs are moving in similar strategic directions.

1. Drive for Five
2. Transformative Career Pathway
3. Office of New Americans
4. High-Quality Jobs Framework
5. North Star Promise
6. Individualized Career Services
7. Attracting and Retaining Workers
8. Supportive Services

Although progress has been made since initial implementation of WIOA began in 2014, each of these priority strategies currently require attention in order to maximize funding and existing infrastructure to provide better services for career seekers and employers.

Statewide Workforce Development Strategy and Goals

A statewide workforce development strategy is critical to ensuring Minnesota’s workforce system operates around a shared coordinated vision for a future-ready workforce. By setting clear priorities and aligning efforts across the state legislature, state agencies, the state and local boards, and statewide workforce development partners, the strategy directs resources where they are needed most, improves outcomes for individuals, and expanding access to employment opportunities for overlooked workers.

Beyond system alignment, a statewide workforce development strategy signals to employers that Minnesota is serious about workforce development, helping attract and retain businesses while maximizing the impact of funding streams and investments. A unified strategy also enhances accountability and transparency, making it easier to track progress, adjust as needed, and demonstrate return on investment to policymakers and the public. A statewide strategy provides a comprehensive, multi-sector roadmap with measurable goals, roles, and timelines—positioning Minnesota to meet current and future labor market demands effectively.

The following Statewide Workforce Development Goals & Strategy were developed in 2025 by the Governor’s Workforce Development Board in consultation with the Minnesota Association of Workforce Boards and Minnesota’s Interagency Workforce Alignment Task Force made up of Commissioners and senior leaders from the Minnesota Departments of Employment and Economic Development; Labor and Industry; Education; Children, Youth, and Families; Human Services; Health and the Office of Higher Education. Together, this broad group of local workforce leaders, employers, and state agency partners helped ensure the goals and focus areas reflect the needs of the full workforce system—from local implementation to employer demand.

Statewide Workforce Goal

Statewide Goal: Minnesota will lead the nation in building an equitable, future-ready workforce where everyone has the opportunity to succeed, and every employer has the talent to grow.

Target: We will begin to achieve this goal by **adding 10,000 people to our labor force each year** on average, prioritizing labor force increases in our Drive for 5 sectors.

Priorities: To get there, our workforce system will prioritize and invest in five pillars:

1. **Equity & Access** for all Minnesotans
2. **Sector Partnerships** connecting strategy across workforce, education, and economic development
3. **Work-Based Learning & Registered Apprenticeships** as central pathways to careers
4. **High-Quality Jobs** that sustain families and strengthen competitiveness
5. **Simplified, Integrated, No-Wrong-Door Approach to Services** that are innovative, efficient, customer-focused, and future-ready

Pillar 1: Equity & Access

1. **Close Opportunity Gaps for Overlooked Workers:** By Q4 2026: Establish baseline statewide and regionally specific, disaggregated labor market data on unemployment and labor force participation rates for overlooked workers and by 2030: increase advancement of overlooked workers into higher-wage occupations by at least 25% from baseline.
2. **Support Employers in Attracting and Retaining Overlooked Workers:** By 2028: Create a statewide framework that guides employer training and hiring practices designed to increase recruitment, retention, and advancement of Minnesota's overlooked workers.

Pillar 2: Sector Partnerships

1. **Accelerate Employer Training Commitments:** By 2028: Secure 100 employer commitments to training pathway programs within sector partnerships.
2. **Expand Sector Partnerships in Drive for 5 Sectors:** By Q1 of 2027 establish a baseline number of sector partnerships in the state, and by 2028: increasing the number of regional, active sector partnerships across the Drive for 5 Sectors by 20%.

Pillar 3: Work-Based Learning & Registered Apprenticeships

1. **Create Statewide Work-Based Learning Framework and Expand Access:** By 2027: Develop a standard statewide definition of Work-Based Learning and establish a baseline of WBL placements, and by 2030: Increase WBL placements statewide by a target set after baseline development.
2. **Expand Multi-Employer Registered Apprenticeships Across Drive for 5:** By 2030: Develop at least one multiple-employer registered apprenticeship program in each Drive for 5 Sector.

Pillar 4: High-Quality Jobs

1. **Deliver High-Quality Jobs Framework Training:** By 2027: Train 50 organizations, including all 16 workforce boards, to deliver the High-Quality Jobs Framework and train 300 employers in adopting elements of the High-Quality Jobs Framework.
2. **Ensure High-Quality Jobs Sector Partnership Adoption:** By 2030: Ensure all sector partnerships integrate job-quality benchmarks with at least three core High-Quality Job components.

Pillar 5: Simplified, Integrated, No-Wrong-Door Services

1. **Expand Cross-Agency & Partner Data Sharing:** By 2028: Establish cross-agency data-sharing agreements across DEED, DHS, MDE, DOC, OHE, Minnesota State, counties, GWDB, and local boards to meaningfully reduce repetitive data entry across platforms, supported by a statewide baseline of services.
2. **Establish Statewide Workforce Governance Framework:** By 2028: Publish a statewide governance framework clarifying roles and responsibilities across workforce and education partners.

Sector Partnership Strategy

The GWDB adopted a statewide sector partnership strategy to establish a shared model for developing, supporting, and scaling sector partnerships across Minnesota. This strategy supports alignment around partnership scope, core activities, and performance measurement to promote consistency and effectiveness statewide. In doing so, the strategy advances Goal #2 of the WIOA State Plan by expanding employer-led industry-sector partnerships across the state to create or expand responsive and equitable workforce development programs and career pathways.

The GWDB defines Sector Partnerships as follows:

In Minnesota, Sector Partnerships are employer-driven collaborations that advance high-quality job opportunities within a specific industry and regional market. Sector Partnerships bring together partners, including a convener who organizes multiple employers, education and training providers, workforce boards, and other partners, as well as applicable labor organizations and community partners. These partnerships align around shared workforce goals and outcomes that strengthen both economic competitiveness and opportunity for workers.

The strategy identifies core partnership activities such as convening employers and relevant local workforce system stakeholders, using labor market data to inform decision-making, aligning education and training with industry demand, and advancing job quality strategies. It also establishes the use of common metrics to assess partnership effectiveness and support continuous improvement. Overall, the statewide sector partnership strategy is intended to strengthen regional collaboration, better align workforce investments, and ensure Minnesota's workforce system remains responsive to employers and workers. The GWDB will continue to develop resources, guidance, and governance structures to support implementation of this strategy.

High-Quality Jobs Framework

The GWDB adopted a High-Quality Jobs Framework to establish a shared definition and clear set of standards for job quality across Minnesota's workforce system. The framework is intended to guide state and regional workforce strategies, investments, and sector partnerships toward improving job outcomes for workers while supporting employers' ability to attract, retain, and advance talent.

Key Pillars of a High-Quality Job:

- **Compensation & Benefits:** Fair, competitive pay and benefits that support workers' economic security.
- **Safe & Stable Working Conditions:** Work Environments that protect health, safety, and provide predictable schedules.
- **Equitable Hiring & Career Development:** Inclusive practices that ensure access to jobs and advancement of all workers.
- **Worker Voice, Empowerment & Respect:** Workers are valued, heard and included in decision-making.
- **Sector Specific Metrics:** Standards tailored to the unique needs and realities of different industries or sectors.

The framework identifies core job quality dimensions and provides a common structure for integrating job quality into workforce planning, program design, and performance measurement. By establishing consistent pillars and allowing for sector-specific application, the framework promotes alignment across programs while recognizing differences in industry context. Overall, the High-Quality Jobs Framework supports the GWDB's goal of advancing equitable economic opportunity, strengthening workforce participation, and promoting long-term economic competitiveness. The GWDB will continue to develop resources, guidance, and governance structures to support implementation of this strategy.

CareerForce

Minnesota's One Stop System is called CareerForce and is administered by DEED. The services offered within the CareerForce locations are provided in partnership between DEED and the local workforce development areas (LWDAs) around the state. The CareerForce System has adapted to the changing way customers utilize programs and services by increasing flexibility and the capacity of our teams to serve our customers in person, over the phone, and online. LWDA program service providers throughout Minnesota have increased outreach services, program promotion, and special events to meet our clients' needs.

CareerForce assists job seekers by providing tools and resources to prepare for job search and employment. There are 55 CareerForce locations across Minnesota. The DEED CareerForce Division delivers the Employment Service (ES) Program, which helps anyone who is seeking employment connect with hiring businesses. There are no eligibility requirements to receive basic career exploration and job search assistance through the ES Program. CareerForce also connects people with other programs and services for which they may be eligible. These programs and services are provided by LWDA staff and workforce development partners in the CareerForce locations.

CareerForce staff support individuals who receive Unemployment Insurance (UI) with their job search. Nearly all Minnesotans who participate in a Reemployment Services and Eligibility Assessment (RESEA) session as part of their Unemployment Insurance (UI) process receive a follow-up call from CareerForce staff within four days of

their initial meeting. This follow-up ensures that job seekers are connected to critical resources previously provided during in-person RESEA sessions at CareerForce locations.

On average, RESEA staff make 200-250 referrals per day, linking job seekers with CareerForce professionals in their local areas. Additionally, during periods of increased referral activity in metro regions, the CareerForce system leverages Greater Minnesota resources to ensure timely support. To streamline this process, DEED CareerForce Division staff maintain a comprehensive statewide referral database, enabling staff to efficiently coordinate services across different locations.

CareerForceMN.com is the digital presence for CareerForce. On this website, job seekers, employers, and workforce system partners can find out about services, access customized resources, and find contact information to get assistance. The website features resources to assist People of Color, New Americans, people with disabilities, veterans, seniors, justice-involved populations, and youth. CareerForceMN.com is being refreshed now in preparation for becoming the platform for the state's labor exchange. As part of this work, the website will transition to a new URL, CareerForce.MN.gov in June 2025.

The DEED CareerForce Division also delivers the Jobs for Veterans State Grant program, known locally as Veterans Employment Services. This team provides direct services to qualifying veterans to assist with overcoming barriers to employment across the state.

CareerForce launched an Employer Engagement Specialist (EES) team, utilizing Drive for 5 funding from the Minnesota State Legislature in 2023. The team's goal is to increase the number of high-wage, high-growth job opportunities for underserved job seekers by increasing the number and quality of employers engaged in our statewide CareerForce system. To kick off their work, each team member met with each of the Drive for 5 grant recipients in their area to assess program needs for additional connections, support and referrals. The team members work with those Drive for 5 training programs that have requested ongoing assistance to ensure grant success. With Minnesota's employers as their primary customer, the EES team meets with small- and medium-sized businesses throughout the state to provide them connections to the full range of DEED, CareerForce, and other state resources. Hiring events, job placement opportunities, and other opportunities for employers and job seekers to meet are being planned during spring and summer 2025. Lastly, the EES team is an important bridge between the Workforce Strategy Consultant teams' work with businesses that receive DEED economic development business financing and CareerForce to help businesses meet their job creation and hiring goals while helping job seekers in our state find family-sustaining employment. DEED has already seen successes because of these collaborations.

DEED's State Rapid Response Team (SRRT) moved under the CareerForce umbrella in 2024, which adds to the suite of employer services the DEED CareerForce Division provides to businesses across the state. SRRT is a strategic and proactive initiative designed to deliver swift and effective support following announcements of permanent closures, mass and small layoffs, or disasters that result in widespread job loss. Administered by the state, SRRT ensures that affected workers receive timely assistance and information to help impacted employees transition into new employment opportunities as quickly as possible.

As part of its services, SRRT provides critical information on the Dislocated Worker (DW) program, which offers individualized career services, job search assistance, skills training, and other support to help displaced workers re-enter the workforce. By connecting individuals with these vital resources, SRRT enhances employment prospects and economic stability.

More can be learned about the CareerForce system and services at www.CareerForceMN.com.

Workforce Development System Performance

Core to our state's workforce development system are the eligibility-based programs for individuals with barriers to employment and the formula-allocated funds from the federal Workforce Innovation and Opportunity Act (WIOA). As part of the system innovation under WIOA, Minnesota provides performance data and information in web-based interactive tools, as well as an annual summary report detailing the performance of federal and state programs. The GWDB and its Operations Committee helped to develop and support these tools and reports during early WIOA implementation. Some of the tools used for tracking performance of workforce programs are outlined below.

Performance Outcomes - Workforce Development System

- **Uniform Report Card** – The Minnesota Department of Employment and Economic Development (DEED) measures the performance of all the programs it funds or provides at the state level. The report shows activities and employment outcomes for select workforce development programs by education level, race, ethnicity, gender, and geography. Because this web-based tool is regularly updated, accessing the link provides current data not available on a static point-in-time chart.
- **WIOA Annual Report** – System management is a coordinated effort of the GWDB, state agencies and programs that are part of the WIOA State Plan, regional workforce development entities and local workforce development boards. The most recent program data can be found in the [WIOA Annual Report](#).
- **Performance and Technical Management (PTM)** – DEED administrators inform strategic direction by providing data-driven analysis and context to those who use, deliver and fund the Minnesota economic and workforce development systems. The Performance and Technical Management Office's three core functions are information analysis, management analysis and outreach. Most recently, PTM worked with CareerForce to identify methods for targeting those needing services the most and applied the Social Vulnerability Index to Title I and III programs to better understand if we are serving the most vulnerable Minnesotans in the state.
- **The State Longitudinal Educational Data System (SLEDS)** is a data sharing project governed by the Minnesota P-20 Education Partnership and jointly managed by the Minnesota Office of Higher Education, Minnesota Department of Education and DEED. The project brings together data from education and workforce tracking systems to identify viable pathways for individuals to achieve successful outcomes in education and work; inform decisions to support and improve education and workforce policy and practice; and assist in creating a more seamless education and workforce system for all Minnesotans. See [Minnesota SLEDS](#).
- **Workforce One (WF1)**, found at www.mnworkforceone.com, is a web-based client management application used by nearly 2,000 state, city, county, and non-profit employment and training providers to track employment and training services to more than 100,000 customers across Minnesota's One Stop network. WF1 was created through a partnership between the Department of Human Services

(DHS) and the Department of Employment and Economic Development (DEED) and is maintained by MNIT-DEED.

- **WF1 Connect** is a mobile app that customers can download to communicate with their Employment Services Counselor and/or Financial or Child Care Worker. The app was developed by MNIT-DEED in partnership with DEED, DHS, and subject-matter experts from DEED's Performance and Technical Management (PTM) team.

Minnesota's WIOA Policy and Guidance

Service providers rely on DEED policies to ensure that their services comply with federal and state laws and rules and with DEED policy requirements. DEED's policies and guidance are also an important means for implementing department and program priorities and providing assistance on how service providers can meet program requirements. DEED's Policy and Guidance for WIOA, CareerForce, Complaints, Equal Opportunity and Public Comments are posted on at [Policy and Guidance](#).

In order to provide for better alignment across state agencies, in partnership with education systems, the GWDB recommends that state agencies (including public postsecondary systems) commit to increased alignment, coordination and implementation in order to remove barriers currently facing students, career seekers, and employers. "Silos" across agencies must be broken down to ensure that Minnesota's workforce systems, programs, and other infrastructure are better positioned to meet the moment.

Minnesota's Workforce System Under WIOA: State, Regional, and Local Workforce Boards

Under WIOA, state workforce boards like the GWDB provide guidance and advice to partners across the workforce development system and are also responsible for establishing the mission, vision, goals and priority strategies of the state's public workforce development system. WIOA also creates a layered level of system governance for the purposes of promoting partnerships, fiscal administration/oversight and coordination of service-delivery at the local or regional level.

Minnesota's 16 local workforce development boards (LWDBs) oversee programming at the local level in Minnesota's 16 local workforce development areas (LWDAs), including the responsibility of coordinating services "in-house" or through grantees. These existing local boards and areas existed prior to WIOA, having been the entities responsible for delivering programs through previous federal workforce legislation, and were redesignated as the areas and entities by Governor Dayton during initial WIOA implementation in 2014-15.

Each of the WDAs is governed by a local workforce development board, with a business-majority membership based on the composition of the State Board, which also includes members from labor unions, education providers, community-based organizations, program leads, and a chief local elected official that helps provide for fiscal accountability. The administrative and/or lead fiscal entities for each board, along with the geographic areas they serve, vary by local area and include boards staffed and supported by single local government entities (such as a county or city department), multiple local governments utilizing a joint-powers structure, and nonprofit entities. The local workforce development boards are represented by the Minnesota Association of Workforce Boards (MAWB), and the administrative entities, lead staff, chairs, and service area maps are available here: <https://mawb-mn.org/wp-content/uploads/2022/06/WDA-Providers-Combined-June-2022.pdf>. In order to promote alignment and coordination between the state and local levels, MAWB is represented by a

non-voting member on the GWDB and actively participates in committee work. Additionally, the GWDB and MAWB hold an Annual Winter Meeting, every November, in order to promote alignment, partnership, and continuous improvement of the workforce system.

WIOA also tasked states with doing more strategic planning and supporting industry-led partnerships at the regional level to strike a balance between very localized efforts and the focus of the State boards. Members and staff of local workforce development boards have developed various partnerships for regional planning purposes, including WIOA Regional Plans that are developed by multiple LWDBs within a given region to expand or improve innovative partnerships, sector strategies, and service-delivery.

More information on the LWDBs can be found here on the CareerForce website (<https://www.careerforcemn.com/local-workforce-development-boards>) or on the MAWB website at <https://mawb-mn.org/>.

Core Programs in Minnesota’s Strategic Plan for the Federal Workforce Innovation and Opportunity Act (WIOA)

The Workforce Innovation and Opportunity Act (WIOA) brings together:

- Employment and training services for adults, dislocated workers, and youth programs, as well as Wagner-Peyser employment services administered by the U.S. Department of Labor (USDOL) through formula grants to Minnesota; and
- Adult education and literacy programs and Vocational Rehabilitation state grant programs that assist individuals with disabilities in obtaining employment administered by the U.S. Department of Education.
- Other education, training, and support services for individuals facing barriers to steady employment that are funded through WIOA.

Minnesota’s Modified WIOA State Plan was developed and submitted to the US Department of Labor (US DOL) under the oversight of the GWDB in early February 2022 and was approved by US DOL in May 2022. The full plan is available here on the GWDB website: <https://mn.gov/deed/gwdb/priorities/wioa/>. The programs included in the WIOA State Plan are listed below, along with the corresponding agency that administers the program at the state level.

Minnesota Department of Employment and Economic Development (DEED) (<https://mn.gov/DEED>)

- Titles IB – Adult, Youth and Dislocated Worker (Housed in Employment & Training Programs Division)
- Title III – Job Service (Housed in Employment & Training Programs Division)
- Title IV – Vocational Rehabilitation Services & State Services for the Blind (Housed in DEED’s Vocational Rehabilitation Services Division and State Services for the Blind)
- Trade Adjustment Assistance for Workers (TAA) (Housed in Employment & Training Programs Division)
- Jobs For Veterans Grant (Housed in Employment & Training Programs Division)

- Senior Community Service Employment (Housed in Employment & Training Programs Division)

Minnesota Department of Education (MDE) (www.education.state.mn.us)

- Title II – Adult Education & Family Literacy Act (ABE)

Minnesota Department of Children, Youth, and Families (DCYF)

- Temporary Assistance for Needy Families (TANF)
- Employment & Training programs under the Supplemental Nutrition Assistance Program
- Work Programs under the Food and Nutrition Act

Minnesota State (<http://www.minnstate.edu/>)

- Carl D. Perkins Career and Technical Education Act – Post Secondary (Perkins V). Reauthorized on July 31, 2018.

The GWDB supports efforts by the state to better align and deliver services across agencies – through more systemic, operationalized means – and proposes increased utilization of the GWDB and WIOA State Planning processes to support these efforts.