

, Chair
, 1st Vice-chair
Ron Thalheimer, 2nd Vice-chair
Joyce Conner
Steve Gear
April Gibson
Darci Gibson
Mike Johnson
Bruce Kendall
Dale King
Mark Martinez
Wayne Nakamura
Sharon Ness
Tim Owens
Dona Ponepinto
Christina Roberts
Patty Rose
Dereck Spivey
James Walker
Blaine Wolfe

WorkForce Central Staff
Linda Nguyen, CEO
lnguyen@workforce-central.org

Deborah, Howell, COO
dhowell@workforce-central.org

Jan Adams, Executive Assistant
jadams@workforce-central.org

WorkForce Central
3640 S. Cedar St. Suite E
Tacoma, WA 98409
www.workforce-central.org

1. Welcome/Call to order/Safety Briefing
2. Introductions
3. Public Comment
4. WorkForce Central Executive Board update –
5. Consent Agenda
 - Approve April 20, 2017 minutes
6. Approve the formation of a new WDC committee called Pierce County WorkSource Leadership Team
7. Approve the deletion of the Core Leadership Team and One-Stop System Operator(s) & Partners Committee
8. Approve the modified WDC bylaws
9. Approve Joint Base Lewis McChord as an interim affiliate site
10. Election of WDC Chairman and First Vice Chair
11. WDC Committee Report Out
12. WDC Discussion: *America Shows How to Escape the Welfare Trap* article
13. CEO Report
 - PY17/FY18 Budget Update
 - Memorandum of Understanding and Infrastructure Funding Agreement Progress Update
14. Other business
15. Adjourn

Future meetings:

WDC Meeting – TBD, Chair		3:00-4:00
Business Services Committee – TBD, Chair		8:00-9:00
Youth & Young Adult Services Committee – April Gibson, Chair		10:00-11:00
One-Stop System Operator & Partner Committee – Ron Thalheimer, Chair		8:30-10:00
WDC Coordinating Committee – TBD, Chair		3:30-4:30
Work-Based Training Task Force – Tim Olsen, Chair	TBD	
Adult Literacy Task Force – Mike Johnson, Chair	As Needed	

April 20, 2017 3:00-4:00 p.m.

Tacoma Rail 2601 SR 509 North Frontage Rd., Tacoma WA 98421

Eric Hahn, Chair
, 1st Vice-chair

Ron Thalheimer, 2nd Vice-chair

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Attendees: Ron Thalheimer, Patty Rose, Darci Gibson, Dale King, Tim Owens, Steve Gear, Mike Johnson, Dereck Spivey, Mary Matusiak

Guests: Katie Whittier, Lacey Boisvin

1. **Welcome/Call to order/Safety Briefing**
Ron Thalheimer called the meeting to order at 3:02 p.m. Dale gave the safety briefing.
2. **Introductions**
3. **Public Comment**
None.
4. **Group Photo of WDC Members**
5. **WorkForce Central Executive Board update – Eric Hahn**
Deborah gave a brief update from this morning's meeting, noting the appointment of John Roach to the WDC, discussion on who will hold the lease on the permanent job center location and the CEO evaluation process.
6. **Consent Agenda**
 - Approve March 16, 2017 minutes
 - Approve Appointment of Rich Nannini, Project Director, Job Corps to the WDC One-Stop Operator & Partners Committee
Motion to approve made by Mike; seconded by Dale. Approved.
7. **PY17/FY18 Budget Discussion**
Deborah discussed the two additional scenarios as decided on at the last month's WDC and Executive Board meeting. Ron asked when we would know what our budget amount would be. Deborah clarified the timing should be in May.
8. **WDC Committee Report Out**
 - Dale reported the Youth committee is meeting to determine expenditure of funds.
 - Ron noted the MOU process is coming close finalizing. Deborah gave an explanation of the process and next steps.
9. **CEO Report**
 - **Obligation/Expenditure Report and Projections**
Deborah discussed the report and noted the youth area is low due to a current contract negotiation.
 - **WorkSource Pierce System Performance Dashboard Q3 Report**
Deborah discussed the results noting it is still a work in progress and we are still trying to get the data refined. Discussion continued on the results and areas of focus such as the apprenticeships.
 - **PY16/FY17 Title 1 Q3 Dashboard**
Deborah gave an overview of the third quarter results noting we are meeting or exceeding in most areas. The areas of concern in the past were Adult/DW, but are showing improvement and meeting most targets. Discussion arose on the wording for Coordinated Business Services noting it needs to be clarified and refined.
 - **Pierce Skills Center Video**
10. **Other business**
Mary Matusiak announced she is resigning from the WDC effective today as she accepted a position in Nebraska
11. **Adjourn**
Motion to adjourn made by Tim; seconded by Mary. Meeting adjourned at 4:05 p.m.

**BY-LAWS
OF PIERCE COUNTY
WORKFORCE DEVELOPMENT COUNCIL**

Amended ~~January 19~~May 18, 2017

**ARTICLE 1
NAME**

The Name of the organization shall be Pierce County Workforce Development Council (WDC).

**ARTICLE II
PURPOSE**

The WDC, in partnership with the chief local elected officials, dba the Executive Board, has transitioned from the Workforce Investment Act of 1998 (WIA) to the Workforce Innovation and Opportunity Act (WIOA), and shall plan and oversee the Workforce Development System of Tacoma-Pierce County. Such planning and oversight activities shall include, but are not limited to, developing and obtaining approval of the local WIOA plan; selecting "One-Stop" service delivery operators and providers; selecting youth providers; identifying training series providers; negotiating local performance measures with the state Workforce Development Board and governor; monitoring local WIOA system performance against established performance measures; assisting development of a labor market information system, directing disbursement of WIOA grants, and promoting participation of private sector employers in the WIOA system.

**ARTICLE III
MEMBERS**

SECTION 1. APPOINTMENT/TERMS. Membership on the WDC shall be by appointment of the Executive Board in accordance with criteria established by the governor. Members shall be elected for three (3) year terms or such other terms as may be established by the Executive Board. **Renewal of terms shall be approved by the Executive Board.**

SECTION 2. GENERAL POWERS. All business and policy affairs of the WDC shall be governed by its Members.

SECTION 3. NUMBERS AND COMPOSITON. The number of WDC Members shall be determined by the Executive Board. A majority of the WDC Members shall be representatives of businesses ~~and labor~~. The balance of the memberships, as defined by WIOA, shall be comprised of the following: local educational entities; labor organizations; economic development agencies;

community-based organizations (including organizations representing individuals with disabilities and veterans); "One-Stop" partners; and such other organizations designated by the Executive Board. The Executive Board and the WDC will use its best efforts to assure representation of the entire Tacoma Pierce County region.

SECTION 4. VOTING. Each Member, except for a Member Emeritus, shall be entitled to one vote. Members in emeritus status shall not have voting privileges. Proxy voting will be permitted only when a Member is unavailable to attend a meeting due to illness, or travel. Proxies must be executed in writing or be submitted electronically to the WDC Chair, WorkForce Central CEO/Designee and must specify the date the proxy shall expire. No Member may designate more than three proxies in any twelve month period.

Voting may occur through electronic means only with the expressed approval of the WDC Coordinating Committee prior to the voting taking place.

SECTION 5. EMERITUS STATUS. A Member who has left the WDC in good standing and has demonstrated outstanding service during his/her membership is eligible for nomination as an Emeritus. Any WDC member may submit to the WDC Coordinating Committee nominations for consideration. Upon acceptance and approval of the WDC Coordinating Committee, the nomination will be forwarded to the WDC for action. An Emeritus shall serve a term without limit. While this position is non-voting with regard to official actions of the WDC, an Emeritus may be invited to participate in all WDC meetings and functions, be eligible to be appointed by the Chairperson to serve on any of the WDC's committees, and may be called upon to assist the WDC on matters where the individuals interest, experience and expertise will best serve the WDC. The number of such positions is discretionary with the WDC, however the honor will be reserved for individuals with a record of distinguished service.

SECTION 6. REMOVAL. At the discretion of the WorkForce Central Executive Board, any Member may be removed for cause. The WDC Chairperson and WorkForce Central Chief Executive Officer (CEO) may recommend to the WDC the removal of a Member from the WDC. Members are expected to attend all scheduled WDC meetings with the exception of three excused absences provided that proxies are designated (as referenced in Article 3, Section 4), actively participate in at least one committee, and maintain good standing in the community. Failure to meet his/her expectations shall warrant removal from the WDC. Upon the approval of the WDC, the recommendation for removal of the member will be forwarded to the WorkForce Central Executive Board which is comprised of the local elected officials and the WDC Chairperson. The WDC Chairperson and WorkForce Central Chief Executive Officer may recommend an exception to the WorkForce Central Executive Board.

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SECTION 9. RESIGNATION. Any Member may resign at any time by delivering written notice of resignation to the Chairperson. Upon receipt and acknowledgement by the Chairperson, such resignation shall be effective on the date set forth in the notice.

ARTICLE IV **MEETING OF MEMBERS**

SECTION 1. REGULAR MEETINGS. Regular meetings of the Members shall be held at least six times a year at such time and place as Coordinating Committee shall determine. Video conferencing technology will be used to facilitate participation of members who cannot physically travel to the meeting location. It is encouraged that members attend all meetings at the physical location. However, should it be necessary for members to use the video conferencing option, a limit of two meetings annually is permitted. The Coordinating Committee shall set the agenda for the regular meetings of the WDC. Such meetings shall be open to the public and shall be conducted in accordance with Robert's Rules of Order.

SECTION 2. SPECIAL MEETINGS. Special meetings of the WDC may be called by request of the Chairperson or any three (3) Members.

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SECTION 4. NOTICE. If mailed, the notice shall be deemed to be delivered when deposited, postage prepaid, in the United States mail, addressed to the Member at his or her address as it appears in the records of the WDC. Notice of any regular meeting may, but need not specify the business to be transacted at or the purpose of, such meeting.

SECTION 5. WAIVER OF NOTICE. A Member may waive any notice required to be given by these bylaws before or after the meeting that is the subject of such notice. A valid waiver is created by 1) a written, signed waiver delivered to the WDC; 2) attendance at the meeting unless at the beginning of the meeting, the Member objects to holding the meeting or transacting business thereat; or 3) failure to object at the time of the presentation of a matter not within the purpose or purpose described in the meeting notice.

SECTION 6. QUORUM. Fifty-one percent (51%) of the total number of Members ~~attending in person, by proxy, or by video conferencing~~ shall constitute a quorum. If fifty-one percent results in a fractional number, the fraction shall be rounded upward to indicate the number of Members required for a quorum. The act of the majority of the Members present at the meeting at which a quorum is present shall be the act of the Members unless otherwise specially required by law or by the bylaws. If a quorum is not present at the meeting of the Members, the Members present may adjourn the meeting.

SECTION 7. FAILURE TO HOLD MEETING. The failure to hold any meeting of the Members whether special or regular shall in no way suspend or invalidate the business of the WDC.

SECTION 8. WDC MEMBERS SERVING ON WDC COMMITTEES. Each Member of the WDC shall serve on at least one WDC committee.

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SECTION 4. CHAIR PERSON. The Members shall elect the Chairperson from among the business representatives on the WDC. The Chairperson shall preside at the meetings, supervise and control the business and affairs of the WDC and shall see that orders and resolutions of the Members are carried into effect. She/he may not serve more than two consecutive terms.

SECTION 5. FIRST VICE-CHAIRPERSON. The First Vice-Chairperson shall act for the Chairperson in her/her absence and perform such other duties as the chairperson may direct.

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ARTICLE VI **WIOA ADMINISTRATIVE ENTITY**

As designated by the Executive Board, the Tacoma-Pierce County Employment and Training Consortium, doing business as WorkForce Central, is the official Administrative Entity that serves as the local WIOA grant recipient and fiscal agent for the distribution of the funds. Any WorkForce Central staff assigned to support the WDC or its committees shall be ex-officio members of the council or committee.

ARTICLE VII

COMMITTEES

SECTION 1. STANDING COMMITTEES. The standing committees of the WDC shall be the Coordinating Committee, the Business Services Committee, ~~the Adult Services Committee,~~ the Youth and Young Adult Services Committee, and the WIOA WorkSource Pierce One-Stop System Operator(s) & Partners Leadership Committee.

SECTION 2. COMMITTEE CHAIRS. The Chair of the Coordinating Committee shall be the Chair of the WDC. The Chairs of the remaining committees shall be members of the WDC and are appointed by the Chair of the WDC.

SECTION 3. COMMITTEE VICE CHAIRS. The Vice Chair of the Coordinating Committee shall be the Vice Chair of the WDC. The Vice Chairs of the remaining committees shall be Members of the Committees selected by the committee membership.

SECTION 4. COMMITTEE MEMBERSHIP. Membership of the committees will be a combination of WDC Members and non-WDC Members. The process and appointment of non-WDC members to the committees shall be determined by the WDC Chair, the WDC Vice Chair, and the WDC Chairs of the Committees.

SECTION 5. COMMITTEE MEETINGS. The committees shall determine the frequency of their meetings based upon the work that must be done. The Chair of each committee shall determine the meeting dates and the agenda as needed or directed.

SECTION 6. STANDING COMMITTEE PURPOSES

SECTION 6.1. COORDINATING COMMITTEE PURPOSE. The purpose of the Coordinating Committee is to coordinate the work of the WDC and any of its committees.

SECTION 6.2. BUSINESS SERVICES COMMITTEE PURPOSE. The purpose of the Business Services Committee is to provide the WDC with assistance in the planning, implementation, and performance of employer engagement and economic development in the WIOA workforce system.

SECTION 6.4. YOUTH AND YOUNG ADULT SERVICES COMMITTEE PURPOSE. The purpose of the Youth and Young Adult Services Committee is to provide the WDC with assistance in the planning, implementation, and performance of youth and young adult services in the WIOA workforce system.

SECTION 6.5. WORKSOURCE PIERCE LEADERSHIP ONE-STOP SYSTEM OPERATOR(S) & PARTNERS COMMITTEE PURPOSE. The purpose of the WorkSource Pierce Leadership Committee is to strategically work to support workforce development system integration and maximize connections among job seekers, workers, businesses and employers. The Committee also assists with operational and other ⁶ issues relating to the provision of services

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to individuals with disabilities, including issues relating to compliance with section 188 of WIOA Final Rules This Committee provides input and recommendations to the WDC. The below are key responsibilities of the committee:

- Ensure continuous accountability and evaluation through customer satisfaction surveys and other performance outcomes are in place.
- Promote the further integration of programs through joint planning.
- Align WorkSource Pierce related planning and budgeting processes and conduct these functions jointly. Contribute cash and/or in kind to support the workforce development system.
- Jointly identify and support workforce skill standards and industry performance measures to drive common outcomes.
- Coordinate resources and programs and to promote a more streamlined and efficient workforce development system
- Promote information sharing and the coordination of activities to improve customer service, improve local partners' performance and return on investment
- Use common release of information processes subject to confidentiality provisions and to preserve records for the period required by law
- To identify and address barriers to coordination
- Promote and support the development and implementation of a more unified system of measuring performance and accountability.
- Promote and support the development of common data systems to track progress and measure performance.
- Commit to the Continuous Quality Improvement initiatives of the Partnership

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One-Stop-System-Operator(s) & Partners Committee is to provide the WDC with assistance in the planning, implementation, and performance of the One-Stop System in Pierce County. The committee ~~provides information and assists with operational and other issues relating to the provision of services to individuals with disabilities, including issues relating to compliance with section 188 of WIOA Final Rules.~~ This committee, for the most part, is made up of current partners in the system. Therefore, a significant number of the Members will be partner representatives, identified in a specific Memorandum of Understanding (MOU) that will guide the work of this committee. These representatives will be selected by the organization that they represent in the partnership. The membership in the One-Stop Committee will not be limited to official MOU partners since the goal is to have a broad based group of demonstrated expertise and effectiveness in the field of workforce development on each of the committees.

SECTION 6.6. CORE LEADERSHIP COMMITTEE.

The purpose of the Core 6 Leadership Committee is to advise and recommend to the WDC and the WorkForce Central Executive Board solutions to issues related to the aspirational vision, strategic direction and priority changes/improvements required for the Pierce County Workforce Development System.

ARTICLE VIII

CONFLICT OF INTEREST

No Member or ex-officio Member of the Workforce Development Council (whether compensated or not) shall engage in any activity, including participation in the selection, or award of a sub-grant or contract supported by WIOA formula funds if a conflict of interest, real or apparent, would be involved. Such a conflict work arise when the Member, or any member of his/her immediate family, a partners or an organization which employs, or is about to employ, any of the above, has a financial or other interest in the firm or organization selected for award. A WDC Member shall declare when a conflict of interest, real or apparent, could occur. The minutes of the meeting shall reflect that a disclosure was made and an abstention from voting or discussing during the meeting shall occur. Members or ex-officio Members of the WCD will neither solicit nor accept gratuities, favors or anything of monetary value from contractors, potential contractors or parties to sub-agreements. Each Member is entitled to one vote, unless prohibited by a declared conflict of interest.

ARTICLE IX **MISCELLANEOUS PROVISIONS**

SECTION 1. Workforce Central may enter into contracts and agreements that are in accord with the goals and objectives of the Executive Board, the WDC and WIOA. All such contracts must be executed by the WorkForce Central CEO based upon local, state, and federal laws, regulations and ordinances.

SECTION 2. FISCAL YEAR AND PROGRAM YEAR. The fiscal year of the WDC and WorkForce Central shall begin on the first day of January in each year and shall end on the last day of December in each year. The program year of the WDC and WorkForce Central shall be the first day of July in each year and shall end on the last day of June each year.

SECTION 3. NONDISCRIMINATION. The WDC shall comply with all applicable federal, state, and local laws, regulations and ordinances. The WDC shall adhere to a policy of equal opportunity for all people, regardless of race, color, sex, sexual orientation, age, marital status, creed, religion, disability or national origin. WorkForce Central is an equal opportunity employer.

SECTION 4. BOOKS AND RECORDS. The WorkForce Central shall keep correct and complete books and records of account and minutes of the meetings of the council and its committees. All books and records of the WDC may be inspected by any Member or Officer for any proper purpose at any reasonable time.

ARTICLE X
AMENDMENTS

These bylaws may be amended or repealed at any meeting of the members at which a quorum is present, by the affirmative vote of two-thirds (2/3) of the members present at such a meeting provided that any proposed amendment shall be acted upon in advance by the WDC Coordinating Committee and shall be submitted in writing to the members in advance of their next meeting.

CERTIFICATION

I do hereby certify that the foregoing bylaws, consisting of seven (7) pages, are a true and correct copy of the bylaws of the Pierce County Workforce Development Council as adopted by its members on January 16, 2015.

WDC Chair

Date

**BY-LAWS
OF PIERCE COUNTY
WORKFORCE DEVELOPMENT COUNCIL**

Amended May 18, 2017

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SECTION 6.1. COORDINATING COMMITTEE PURPOSE. The purpose of the Coordinating Committee is to coordinate the work of the WDC and any of its committees.

SECTION 6.2. BUSINESS SERVICES COMMITTEE PURPOSE. The purpose of the Business Services Committee is to provide the WDC with assistance in the planning, implementation, and performance of employer engagement and economic development in the WIOA workforce system.

SECTION 6.4. YOUTH AND YOUNG ADULT SERVICES COMMITTEE PURPOSE. The purpose of the Youth and Young Adult Services Committee is to provide the WDC with assistance in the planning, implementation, and performance of youth and young adult services in the WIOA workforce system.

SECTION 6.5. WORKSOURCE PIERCE LEADERSHIP COMMITTEE PURPOSE. The purpose of the WorkSource Pierce Leadership Committee is to strategically work to support workforce development system integration and maximize connections among job seekers, workers, businesses and employers. The Committee also **assists with operational and other issues relating to the provision of services to individuals with disabilities, including issues relating to compliance with section 188 of WIOA Final Rules** This Committee provides input and recommendations to the WDC. The below are key responsibilities of the committee:

- Ensure continuous accountability and evaluation through customer satisfaction surveys and other performance outcomes are in place.
- Promote the further integration of programs through joint planning.
- Align WorkSource Pierce related planning and budgeting processes and conduct these functions jointly. Contribute cash and/or in kind to support the workforce development system.
- Jointly identify and support workforce skill standards and industry performance measures to drive common outcomes.
- Coordinate resources and programs and to promote a more streamlined and efficient workforce development system
- Promote information sharing and the coordination of activities to improve customer service, improve local partners' performance and return on investment
- Use common release of information processes subject to confidentiality provisions and to preserve records for the period required by law
- To identify and address barriers to coordination
- Promote and support the development and implementation of a more unified system of measuring performance and accountability.
- Promote and support the development of common data systems to track progress and measure performance.
- Commit to the Continuous Quality Improvement initiatives of the Partnership

ARTICLE VIII

CONFLICT OF INTEREST

No Member or ex-officio Member of the Workforce Development Council (whether compensated or not) shall engage in any activity, including participation in the selection, or award of a sub-grant or contract supported by WIOA formula funds if a conflict of interest, real or apparent, would be involved, Such a conflict work arise when the Member, or any member of his/her immediate family, a partners or an organization which employs, or is about to employ, any of the above, has a financial or other interest in the firm or organization selected for award. A WDC Member shall declare when a conflict of interest, real or apparent, could occur. The minutes of the meeting shall reflect that a disclosure was made and an abstention from voting or discussing during the meeting shall occur. Members or ex-officio Members of the WDC will neither solicit nor accept gratuities, favors or anything of monetary value from contractors, potential contractors or parties to sub-agreements. Each Member is entitled to one vote, unless prohibited by a declared conflict of interest.

ARTICLE IX

MISCELLANEOUS PROVISIONS

SECTION 1. Workforce Central may enter into contracts and agreements that are in accord with the goals and objectives of the Executive Board, the WDC and WIOA. All such contracts must be executed by the WorkForce Central CEO based upon local, state, and federal laws, regulations and ordinances.

SECTION 2. FISCAL YEAR AND PROGRAM YEAR. The fiscal year of the WDC and WorkForce Central shall begin on the first day of January in each year and shall end on the last day of December in each year. The program year of the WDC and WorkForce Central shall be the first day of July in each year and shall end on the last day of June each year.

SECTION 3. NONDISCRIMINATION. The WDC shall comply with all applicable federal, state, and local laws, regulations and ordinances. The WDC shall adhere to a policy of equal opportunity for all people, regardless of race, color, sex, sexual orientation, age, marital status, creed, religion, disability or national origin. WorkForce Central is an equal opportunity employer.

SECTION 4. BOOKS AND RECORDS. The WorkForce Central shall keep correct and complete books and records of account and minutes of the meetings of the council and its committees. All books and records of the WDC may be inspected by any Member or Officer for any proper purpose at any reasonable time.

ARTICLE X
AMENDMENTS

These bylaws may be amended or repealed at any meeting of the members at which a quorum is present, by the affirmative vote of two-thirds (2/3) of the members present at such a meeting provided that any proposed amendment shall be acted upon in advance by the WDC Coordinating Committee and shall be submitted in writing to the members in advance of their next meeting.

CERTIFICATION

I do hereby certify that the foregoing bylaws, consisting of seven (7) pages, are a true and correct copy of the bylaws of the Pierce County Workforce Development Council as adopted by its members on January 16, 2015.

WDC Chair

Date

2017 Officer Election Ballot



WDC Chair

☐ Tim Owens

☐ _____

1st Vice Chair

☐ April Gibson

☐ _____

America shows how to escape the welfare trap

A pioneering US company has lessons for Britain in getting the unemployed off benefit dependency and into work

Daniel Finkelstein



@DANNYTHEFINK

In 1965 Peter Cove found himself rushing round New York trying to get signatures. If the city's new anti-poverty operations board was going to get federal funding, he had to get the paperwork in on time. So there he was, at three in the morning, trying to get the deputy mayor's sign-off before catching the last flight from La Guardia to Washington. He made it just in time.

He didn't mind the intensity and chaos. Indeed he thrived on it. He was an idealist who had signed up as a soldier in President Johnson's war on poverty. The urgency, the frenetic atmosphere was, for Cove, part of the point.

The assassination of President Kennedy two years earlier had taught him that complacency was the greatest sin. It wasn't enough for liberals such as him to study the ideals of JFK or Martin Luther King. They had to throw themselves into the fight.

In a compelling new book Cove describes what happened when he did. *Poor No More* is the tale of his adventures in the war on poverty and the unexpected turn that these adventures took. It's a story full of lessons for us in Britain.

An opponent of the war in Vietnam, present at Woodstock, a strong supporter of the civil rights movement, Cove expected the anti-establishment approach to work on welfare too. He saw the poor as victims of the capitalist system and

thought that community organisations which agitated for a better deal should get taxpayers' money to help their clients.

Slowly, he realised that this didn't work. The advocacy organisations drew their power by keeping their members as clients — effectively by keeping them poor. The benefit system was encouraging people to behave in ways that kept them on benefits. They were passing this behaviour on to their children. Billions of dollars were being spent like this with no effect. In the war on poverty, poverty was winning.

But *Poor No More* isn't just the tale of a man losing his youthful idealism. Cove never lost his strong sense of injustice and the need to do something about it. He just changed his mind about what the problem was and how to solve it.

The poor, he sees now, aren't victims. To see them like that is to show them a fatal lack of respect. They are individuals with something

Apparent obstacles to working vanish when a job is on the table

to contribute, not some social science category. To be sure, there are people who need help but the help they need is practical, not to be made ammunition in political campaigns. And the only test of whether the policy is right is whether it works.

Which is how he and his wife, Lee Bowes, came to set up a for-profit company called America Works that would find people jobs. Government agencies would pay them by results out of the money they saved.

It's an inspiring effort, as anyone who has seen their placement operation (as I have) will attest. The

company has found work for over half a million people, many of them people who didn't imagine that they could get jobs: homeless people, those leaving prison, and those who had been on welfare for years.

In his book Cove sets out not just his story but the lessons he has learnt, each of which seem relevant to us as we grapple with similar problems.

First, never assume that a government programme will work just because it seems like a good idea. We pass all sorts of laws without going back to check if they have achieved what they were supposed to achieve.

When the founders began America Works, they assumed that the best way to make people employable was to train them and improve their skills before finding them a job. They soon learnt that this was wrong. So they changed their scheme.

Which leads to the second lesson, which Cove puts like this: "Work is a magic bullet." It turns out that what makes people employable is being employed. America Works provides its clients with a very short course on very basic things: turning up on time, being reliable, relating to colleagues, the importance of carrying out simple instructions — in other words, the responsibilities of any job. And then it finds them work, and work does the rest.

The company has discovered that apparently insuperable obstacles to working — the need to find childcare for instance — are often miraculously solved when a job is actually on the table. Antisocial behaviours that were exhibited by one client group claiming sickness benefit — rocking back and forward or wearing silly hats — were vastly reduced by being socialised in the workplace. And work helped to



For-profit companies can do better than the state at finding people jobs

dispel the depression that often stopped people looking for work in the first place.

America Works discovered all this not just because it was intellectually curious, although it was. It discovered it because it had to. It's a relatively small company, an entrepreneurial firm, and it is paid by results. It only gets paid a full fee if it finds clients work and they hold down the jobs. So it has to look for new ideas and make sure they are effective.

It has developed an approach in which it tops up the wages and agrees to bear the legal obligations of clients in the first weeks of a new job, so that they have time to prove their worth to the businesses they are placed with.

Payment by results is perhaps the

most important of all the lessons in Cove's book. You get what you pay for. If you pay providers according to the size of the problems they have, you get more problems. If you pay them according to the number of problems they solve, you get more solutions.

We began adopting some of this in the UK with the Work Programme, allowing contractors to find answers to joblessness and paying them if they succeeded. At first, the results were disappointing. But just as you would expect, things quickly improved as companies absorbed early lessons. Before long we were getting better results than the traditional state programmes — and for less money.

In 2011, the first year, only 8 per cent of those referred to the programme were being found work and keeping it a year after referral. By the fourth year the proportion was almost 20 per cent and rising fast because, unlike America Works, the programmes were on a national level so the numbers were quite large. The Work Programme saw more than 700,000 people into jobs.

Unfortunately, just as we began to see it succeed, the government concluded that the job market was strong enough and, two years ago, wound up the programme.

Peter Cove's stimulating book shows what a shame it would be if, with it, we turn our back on the entire approach.

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