



NOVA Workforce Board  
September 25, 2019 Meeting Minutes

**PRESENT:** M. Alvarado, S. Borgersen, R. Foust, C. Galy, P. Guevara, B. Guidry-Brown, K. Harasz, L. Labit, S. Levy, M. Lucero, J. Miner, S. Porter, C. Springsteel, and A. Switky

**ABSENT:** T. Baity, J. Chu, C. Cimino, L. de Maine, B. Field, L. Dalla Betta, V. Dang, H. Goodkind, E. Hamilton, J. Hill, B. Knopf, A. Manwani, J. Morrill, J. Ruigomez, and J. Sugiyama

**ALSO PRESENT:** K. Stadelman, C. Stahl and E. Stanly

**1. CALL TO ORDER**

Co-Chairperson C. Galy called the meeting to order at 12:05 p.m.

**2. PUBLIC ANNOUNCEMENTS**

No public announcements.

**3. APPROVAL OF AGENDA**

It was moved by K. Harasz, seconded by R. Foust and carried by voice vote to approve the agenda as submitted.

**4. CHAIRPERSON'S REPORT**

4A. Presentation from Board Member Stacey Porter on Outset Medical, industry trends and the future of work: Highlights of the presentation included:

- S. Porter is Vice President of People Operations for Outset Medical, a medical technology start-up company that produces a portable kidney dialysis machine for patients and medical providers. Today, it employs 200 employees. Previously, she worked at Intuitive Surgical that employed 7,000 employees. She began her career in medical sales, earned her M.S.W, and then moved to Chicago and attended graduate school in organizational psychology. She describes herself as a social introvert, social observer.
- The new workplace is very social, connected and powered by technology. Jobs are dead, but opportunities abound, with traditional job descriptions being phased out because of the rapid pace of change. Now people are hired for an opportunity and when that opportunity is over, they are hired for another opportunity. The movement is toward smart, resourceful generalists rather than niched experts; if don't have the right answer, you know how to get it. Work is always on, which presents challenges to maintaining cognitive flexibility and balance.

- There are five skills that are desperately needed in the future workplace:
  - Cognitive flexibility: important to be able to frequently switch context and this doesn't necessarily require strength or intelligence.
  - Social Intelligence: the ability to move into and between groups of people in an additive way; the ability to listen and speak up when there are opportunities to contribute to the conversation. Social intelligence is more important than quantitative intelligence.
  - Complex Problem-Solving: companies have global reach and decisions have global consequences. Many issues today are novel and have not been solved before. It's important to first ask the question, "What is the problem we are trying to solve?" The education system today focuses more on memorization than problem-solving, so many children don't learn this skill.
  - Creativity: is intelligence having fun. Creativity is the ability to solve problems with relevance and novelty/divergent thinking. It's important not to let rules stand in the way of approaching things differently.
  - Activism: for the team and team members. "If you are free, comfortable, with regular meals, and surrounded by loved ones, your only job is to actively support good in the world." Offer people opportunities to take on something that is different from their usual work. Is it safe enough to take a chance on me?
  
- Advice for workers:
  - Read/listen/absorb information on a wide range of topics
  - Build connections with unusual suspects, not just usual
  - Sleep, eat well, exercise
  - Stay contemporary with technology, but know how to fix/repair/replace basic things in your home
  - Set one ridiculously hard goal each year, and achieve it
  - Develop depth
  - Ask yourself what is the one skill that would make you successful

One way to look at this is in terms of a growth mindset versus a fixed mindset. Members asked if there was a difference in environments between a start-up company where everyone has to be a generalist to a more established company where workers move into more specialized work. How does one create a start-up environment in a large company? Members expressed interest in this topic but concern about the challenges (and opportunities) of applying this to individuals who have come from disadvantaged backgrounds and are seeking more security and safety to meet their basic needs and to a workplace that has a more heavily regulated environment with government and union requirements.

4B. Report-out on Digital Promise Challenge Institute Event: This agenda item was postponed until the December 4, 2019 Board meeting.

4C. July Study Session: At the July 24 Board meeting, the Board hosted a study session on the topic "Workforce Retirement Crisis." The purpose of these study sessions is not necessarily to take action on something but rather to achieve a 360-degree dialogue with diverse perspectives on a topic that is important to the Board. Members were asked to provide feedback on the session and ideas for future discussion topics. Comments from members included:

- Having the featured guest open up the discussion would have been advantageous to the conversation.
- The Board usually focuses on short-term issues, but the workforce retirement crisis is long-term and, while the Board will not be able to solve this issue, it's important that they become informed about it.
- Companies are exploring avenues to address this retirement crisis by offering workers more flexible work schedules and changes in responsibilities that are less physically demanding.
- Possible Topics for future study sessions:
  - Discuss the cultural divide between the public and private sectors and the challenges confronting the public sector that has to compete with the private sector to recruit workers who can offer high wages and benefits and the chance to work in a creative environment that workers desire.
  - Opportunity Equity: How do we explore opportunities for people, who have come from disadvantaged backgrounds, to access the bigger, more creative and entrepreneurial job prospects? If people have been treated poorly in the past, they will seek out safety and security.

## **5. EXECUTIVE DIRECTOR'S REPORT**

Director Kris Stadelman reported out on the following items:

5A. Update AB 1111 Implementation: Breaking Barriers to Employment Initiative: As a result of the passage of AB 1111, a fund was created, administered by the State Board, that would offer grant opportunities to local community-based organizations to serve individuals with barriers to employment. A Request for Proposals was released and NOVA provided support letters to several local organizations who submitted requests for funding: Goodwill Industries, REDF, JobTrain and Upwardly Global. Grant awards should be announced, shortly.

5B. State Evaluation of Regionalism Activities: The State has hired a consultant, The Corporation for a Skilled Workforce, to evaluate the success of regional activities among the local workforce boards. The consultant will be interviewing local workforce board directors over the next few months with a report to be released next year. The State is also reevaluating the current regional maps and may make changes to the current structure, which may include moving San Benito County to the Monterey regional planning unit.

5C. Extension of Contract Agreements with Central Labor Council Partnership and JobTrain and Award Funding for Services through June 30, 2020: The current contracts with the Central Labor Council Partnership and JobTrain may be extended for another year through June 30, 2020, depending upon performance and available funding, with a new procurement to be conducted in 2020. The contracts were extended for another year with no changes to the current contract amounts, even though NOVA's funding was cut, but no carryover funding.

NOVA would like to thank Board members whose companies are participating in the September 26 Job Fair: S. Borgersen, S. Porter, C. Springsteel, and J. Sugiyama. NOVA would also like to thank those Board members who are assisting with the Emerging Trends Task Force employer interviews, which the Board will be hearing more about in the future: T. Baity, S. Borgersen, C. Cimino, V. Dang, R. Foust, K. Harasz, S. Porter, C. Springsteel, and A. Switky, among others.

## 6. PUBLIC HEARING

### 6A. Approval of Minutes

6A1: Approval of Minutes of May 22, 2019 Meeting: It was moved by P. Guevara, seconded by K. Harasz and carried by voice vote to approve the May 22, 2019 Board meeting minutes as submitted.

6A2: Approval of Minutes of July 24, 2019 Study Session Meeting: It was moved by A. Switky, seconded by K. Harasz and carried by voice vote to approve the July 24, 2019 Board study session minutes as submitted, with abstention from S. Porter.

### 6B. GENERAL BUSINESS:

6B1. Approval of NOVAworks Foundation Amended Bylaws and Board of Directors: The NOVA Foundation as formed in 1989 to extend the reach of NOVA services through an incorporated 501c3 nonprofit. The Foundation received very few funds and existed through an informal agreement with the City of Sunnyvale. With the award of a substantial grant from Google.org in 2017 that required extensive tracking and reporting, it was determined that a more formal agreement was needed with the City of Sunnyvale. In response, a new agreement was developed and approved by the Sunnyvale City Council and Foundation Board in June. With this new agreement, the Bylaws were amended to reflect that the Foundation is a supporting organization of the City and clarified the connection with the NOVA Workforce Board. The Bylaws call for the Foundation to have a minimum of six directors: three current Workforce Board members and three individuals from the community, with the Workforce Board responsible for making appointments to the Foundation Board. The current Foundation Board members are: P. Guevera, C. Cimino, Frank Benest, Dennis Cima, and Laura Stefanski. In the future, the Board will be recruiting another Workforce Board member to fill the third Workforce Board seat. This new agreement will also provide the Foundation with the ability to fundraise. Joint Venture Silicon Valley is working with the Foundation to develop a fundraising plan with the assistance of several loaned executives from Oracle. It was moved by P. Guevara, seconded by S. Borgersen and approved by voice vote to approve the NOVAworks Foundation amended Bylaws and Board of Directors.

### 6C. DISCUSSION

6C1. Opportunity for Dialogue among Board Members and Director: There were no topics identified for discussion at this meeting.

### 6D. GENERAL INFORMATION

6D1. Grant Status/Status of Funds: NOVA serves as the fiscal agent, on behalf of the Bay-Peninsula region. As fiscal lead, NOVA will be reporting out expenditures for the region to the Board. The report has separated out regional funding from funding specific to NOVA and, at the Board's recommendation, broken out regional expenditures for each workforce board in the region.

## 7. ADJOURNMENT

The meeting was adjourned at 1:30 p.m.