

JUNE SEKERA

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EDUCATION

School	Degree	Area of Concentration	Date
Harvard University; Kennedy School of Government	MPA	Public Administration; Economics	1984
California State University, Hayward	BA	Sociology	1971

EMPLOYMENT SUMMARY

Employer	Title	Dates
Independent Consultancy	Principal	2002-Present
Workforce Development Council Commonwealth Corporation	President * V. P., Performance Management * Asst. V.P., Workforce Devel. Services * Director, Office of Employee Ownership	2001-2002 1988-2001
F&S Enterprises	Co-Founder & Owner	1986-1988
Massachusetts Industrial Services Prgm.	Deputy Director, Re-Employment Assistance Program	1984-1986
Independent Consultancy	Researcher/Project Manager	1981-1983
U.S. Department of Labor	Manpower Development Specialist	1972-1981
National Governors' Association	Program Advisor (1-yr temp. posting as USDOL advisor)	1980

PROFESSIONAL EXPERIENCE

Independent Consultancy (self employed) 1981-1983 and 2002-Present

Consult to national, state and local government and non-profit organizations on policy research, policy development, performance measurement, performance management systems, program evaluation, program development, strategic planning and employee engagement. Content areas include: workforce training and employment, public education, adult education, economic development, employee ownership.

Client	Project
National Center for Employee Ownership	Advancing employee ownership: Wrote series of 12 published articles on employee ownership. Developed state employee ownership promotion project: wrote model state legislation; working with states to help them create employee ownership programs.
U. S. Department of Education	Performance measurement & school improvement: Provided technical assistance to schools on self-evaluation of the Department's "Smaller Learning Communities" program. Designed evaluation framework, provided technical assistance on evaluation, helped develop an outcomes-based reporting system. Conducted coaching sessions for school and district staff on program design and evaluation. Analyzed data from national reporting system and local evaluation reports and wrote meta-analyses.
U. S. Department of Labor, Office of Apprenticeship	Policy development: Assisted Secretary of Labor's Advisory Committee on Apprenticeship, Vision and Policy Sub-Committee to develop policy for the national apprenticeship system.

<p>Educational Data Systems Inc.</p>	<p>National study of technician staffing levels and needs in public transit system. Conducted site visits; interviewed respondents; prepared reports.</p>
<p>Indiana Dept. of Workforce Development</p>	<p>Adult Basic Education: Conducted research and co-wrote report on integrating Adult Basic Education system into the state’s workforce development programs.</p>
<p>USC Tomas Rivera Policy Institute</p>	<p>Nursing education: Served as advisor for a study on “Increasing Latino Participation in the Nursing Profession: A statewide Benchmark Project.”</p>
<p>Workforce Development Council of Snohomish County, WA</p>	<p>Policy analysis: Advised local workforce training program officials on Workforce Investment Act policies; developed policy memoranda; trained staff on policy revisions.</p>
<p>National Congress for Community Economic Development</p>	<p>Community economic development: Directed a technical assistance project to increase community-based economic development in low-income communities. Organized and managed demonstration projects in three states; produced a technical assistance manual for states and community groups. The manual was used in graduate courses at Harvard Kennedy School of Gov’t and at MIT Dept. of Urban Planning.</p>
<p>Massachusetts Dept. of Education; Adult Education Office</p>	<p>Adult education performance measurement: Served on Advisory Board to develop performance measures for the state’s Adult Basic Education system.</p>
<p>U.S. Dept of Labor</p>	<p>Youth employment - national ethnographic study: Conducted site visits, interviewed community leaders, analyzed data and wrote reports. Topics investigated include: institutional capacity and infrastructure, economic opportunity structure, social capital networks, community dynamics and demographic characteristics.</p>
<p>U. S. Department of Transportation (Transportation Learning Center subcontract)</p>	<p>Program evaluation: Evaluated the “Transit Technology Career Ladder Partnership”. Designed and conducted a process evaluation of career ladder partnership program; advised on outcomes evaluation.</p>
<p>Transportation Learning Center</p>	<p>Workforce training: Worked with public transit agencies to create and expand technician training. Formed and facilitated labor-management partnerships to design and oversee technician training. Advised agencies on performance management and assessing training impacts.</p>
<p>National Institute for Literacy</p>	<p>Work Readiness Credential: Assisted Adult Literacy Office to integrate a standards-based framework for adult learning into a new national credential.</p>
<p>California Community College System</p>	<p>Workforce training study: Designed and conducted national study and co-wrote report on funding mechanisms for education and training for the California Community College system’s Economic Development Network Program.</p>
<p>U.S. Dept. of Labor</p>	<p>Workforce training evaluation: Conducted site visits and prepared evaluation reports as part of a national 3-year study of the implementation of H-1B grants, which support the cost of training for skilled occupations. Interviewed business and labor leaders and program staff, collected data, analyzed findings and prepared reports.</p>
<p>Corporation for Enterprise Development (non-profit organization assisting low-income target groups)</p>	<p>Low-income women’s entrepreneurship project: Conducted research and prepared a paper on methods to increase new business startups by low-income women in order to expand job opportunities and increase their earnings potential. Analyzed statistical trends in women's business ownership, structural barriers to entrepreneurship and policy implications for increasing startups by low-income women.</p>

Career employment: organizations / positions held

WORKFORCE DEVELOPMENT COUNCIL; Everett, Washington President

2001-2002

Managed program operations and directed 11-person staff of a private-non-profit organization.

- Established a new organizational goal-setting process.
- Created system for overseeing and effectively collaborating with network of training providers.
- Established structure for working with community constituency groups.
- Initiated new occupational training project for health careers, in collaboration with community colleges.

COMMONWEALTH CORPORATION; Boston, MA

1988-2001

Created by state legislation, the Commonwealth Corporation, a quasi-public workforce training and economic development agency of the state of Massachusetts, oversaw all of the state's federal workforce training and education programs.

Vice President, Performance Management

- Created and led a new organization-wide performance measurement and management system.
- Created a new quarterly goals measurement and tracking system.
- Managed the development of the statewide Performance Accountability System for Title I of the federal Workforce Investment Act.
- Appointed to US Department of Labor national performance standards committee.
- Chaired two statewide performance improvement committees.
- Served on State-level committee that guided the Massachusetts Department of Education on development of performance measures for the state's adult education system.
- Led a project with the Women's Educational and Industrial Union to improve statewide program outcomes and help clients achieve economic self-sufficiency.

Assistant Vice President for Workforce Development

During my tenure as Asst. VP, the organization grew from 23 to 150 employees. Responsibilities included: strategic planning; policy development; program and management systems design; staff hiring, development and supervision; budget preparation and management; development of Performance Accountability System; grant writing; community outreach. Selected activities:

- Designed systems for implementing new agency programs: developed program goals, hired staff and oversaw startup operations.
- Collaborated with community colleges to create vocational education courses.
- Pioneered new initiative on employed worker training for Massachusetts, which became the foundation for subsequent state legislation.
- Chaired the interagency committee that developed state policies and operational framework to complete the rollout of Massachusetts One-Stop Career Centers

Director, Office of Employee Involvement and Ownership

- Staffed business-labor board created by state statute, and appointed by the Governor, to oversee the Employee Involvement and Ownership Office.
- Provided technical assistance to business owners and employee groups on employee ownership and participatory culture.
- Assisted in the creation of the New England Chapter of the ESOP Association; served as Vice President for Programs.

F & S ENTERPRISES, St Thomas, US Virgin Islands Co-founder, owner and manager

1986-1988

- Formed partnership and created and managed a food wholesaling business.

MASSACHUSETTS INDUSTRIAL SERVICES PROGRAM, Boston MA 1984-1986
Quasi-public workforce training and business assistance agency of the state of Massachusetts that oversaw the state's dislocated worker training and employment program. The agency was subsequently merged with another state agency and re-named the "Commonwealth Corporation".

Deputy Director

- Assisted state Secretary of Labor to launch the Industrial Services Program, created by state legislation.
- Developed and managed workforce training and employment programs. Designed program content, set performance objectives, managed budgets and developed operational systems throughout the state.
- Initiated and led the integration of adult basic education into statewide job training programs.
- Collaborated with community college on curricula to create combined work-education pathways.

U.S. DEPT. OF LABOR 1972-1981
Workforce Development Specialist

National Office: Washington DC:

- Researched and interpreted federal legislation; wrote regulations and program guidelines for national workforce training programs. Worked with community based organizations and public interest groups.
- Prepared policy options papers for senior Departmental officials.
- Participated in national evaluation of federal Comprehensive Employment and Training Act programs.
- Created and managed \$325M national occupational training program to train the unemployed for skilled jobs with private businesses. *Results:* Program trained 24,500 people. Job placement rate 42% higher and placement wages 37% higher than other comparable national programs.

Regional Office: San Francisco, CA:

- Managed federal workforce development and anti-poverty programs directed to a variety of special needs groups including youth, low-income and displaced workers, migrant and seasonal farmworkers and older workers. Responsibilities included contract and programmatic negotiations, contract management, monitoring, technical assistance, and community outreach.

NATIONAL GOVERNORS ASSOCIATION, Washington DC 1980
Program Advisor

1-yr appointment as DOL advisor to assist states in implementing new federal job training legislation.

- Provided technical assistance to state workforce development officials to help them implement state programs under the new legislation.
- Analyzed sectoral trends; wrote policy analysis papers on worker dislocation and economic adjustment.

BOARD MEMBERSHIP (former)

Performance Accountability Advisory Board; Massachusetts Dept. of Education, Office of Adult Education
Economic Development Council; Snohomish County, WA
National Center for Employee Ownership; Oakland, CA
YWCA; Cambridge, MA

PUBLICATIONS, PAPERS, PRESENTATIONS

["Public Goods and the Invisibility of Sustainability"](#), *Sustainable Community Planning*, Sustainable Communities Division, American Planning Assn.; Winter/Spring 2014; pg 9.

["An Invisible Crisis"](#), with Charles Derber; *Boston Globe*; January 22, 2014.

["The Public Goods Deficit"](#), with Charles Derber; *Tikkun*; January 10, 2014.

["Why Aren't We Talking About Public Goods? – A Proposed Research Agenda"](#); *Real World Economics Review*; May 9, 2013

["Why Aren't We Talking About Public Goods"](#); *PolicyShop*, Demos; Sept. 20, 2013.

["Brief History of Public Goods"](#); *PolicyShop*, Demos; Nov. 6, 2013.

["Beyond a Narrow View of Public Goods"](#); *PolicyShop*, Demos; Nov. 11, 2013.

["A Politics of Public Goods"](#); *PolicyShop*, Demos; Nov. 19, 2013.

["Local Governments and Sustainability: The Power of Public Goods"](#), with Sarah James; *Public Administration Times*; July 2013.

"Public Goods: The Hidden Products of Public Service", *Public Administration Times*; Vol. 36, No.2; April/May/June 2013.

"When Selling Out is a Good Thing"; *Staffing Success* magazine; American Staffing Association; June 2012.

"Thinking About Moving On? Sell To Employees"; *SWDA Today*; March 2012.

Iowa Early Warning Layoff Aversion Project: Final Report; prepared for Iowa Workforce Development Department and for Maher & Maher consultancy; June 2011.

"ESD Policy Issuances Analysis and Recommendations"; paper prepared for the Workforce Development Council of Snohomish County, WA; July 2010.

"Maintenance Training Partnership and Skill Gap Analysis Report", for San Mateo California Transit and Amalgamated Transit Union Local 1574; June 2009.

"Creating an Action Plan for Your Small Learning Communities"; presented to Homestead High School and Southwest Allen County School District; Ft. Wayne, Indiana; March 2007.

"Quality Review: Year One Evaluation Reports; Smaller Learning Communities"; a meta-analysis prepared for the U. S. Department of Education; August 2005.

"Essential Elements of a Smaller Learning Communities Evaluation", with Ben Gustafson; and "Working With Your Smaller Learning Communities Evaluator", with Heather Fleck; presentations

at U.S. Department of Education, Smaller Learning Communities Leadership Institutes; Portland Oregon, 2004; Washington, DC; 2005 and 2006.

“A Work Readiness Credential Based on Equipped for the Future”; presentation to U.S. Chamber of Commerce, Washington DC, 2003.

21st Century Jobs: What Skills Do Employers Want?; technical assistance guide for U. S. Department of Labor; Washington DC, 2003.

“Self Sufficiency Standard as a Benchmark for Workforce Programs”; paper presented to the Economic Analysis & Research Network, Economic Policy Institute, Annual Conference; Chicago; October 2001.

“A Work-Education Pathway”, presented at Ohio State University, College of Education, Columbus Ohio, 2001.

“California Community Colleges and Economic Development: Options and Opportunities”; presentation with Theodore Lane, Thomas/Lane Associates, to Economic Development Network Board; Los Angeles; 2000.

California Community Colleges and Economic Development: Options and Opportunities, with Barbara Baran and Suzanne Teegarden; ED>Net, California Community Colleges, November 1999.

“A Practical Solution: Employee Ownership and the Democratization of the American Economy”, with Charles Edmunson and Howard Fox; presented at Milken Institute symposium; Santa Monica, CA; 1998.

"A Response to Plant Closings: Turning Adversity Into Opportunity," *Entrepreneurial Economy*, 3, 12; June 1985.

States and Communities: The Challenge for Economic Action, with Nancy Barbe, National Congress for Community Economic Development, Washington, DC; November 1983.

The Role of Training in a Changing Economy, with William Schweke, National Governors' Association, Washington, DC; October 1983.

Planning an Effective Displaced Worker Program: A Technical Assistance Guide for States, with William Schweke, National Alliance of Business, Washington, DC; 1983.

“Women and Enterprise”; Part II of *Women, Welfare and Enterprise*; American Enterprise Institute, Washington, DC; April 1983.

Corporate Initiatives in New Business Development, Corporation for Enterprise Development, Washington, DC; 1982.

Federal Employment and Training Policy and Private Sector Job Creation, editor, Corporation for Enterprise Development, Washington, DC; 1982.

"Development for Whom? A Critique of Federal Development Policy," with Roger J. Vaughan, in

Public Policies for Distressed Communities, F. Stevens Redburn and Terry F. Buss, eds. Lexington Books; 1982.

"The Linkage Legacy: How We've Separated Job Training from Economic Policy," *Jobs Watch*, 2, 1; March-April 1982.

Using CETA in Economic Development: Model State Programs, National Governors' Association, Washington, DC; 1981.

Meshing Employment Resources with Development Needs, National Governors' Association, Washington, DC; 1981.

New Business Look in Employment and Training Programs, U.S. Dept. of Labor, Seattle, WA; 1979.