

Most people see the *training*.

— They rarely see the person making sure everything actually works.

What does a business intelligence analyst *actually* do in workforce development?

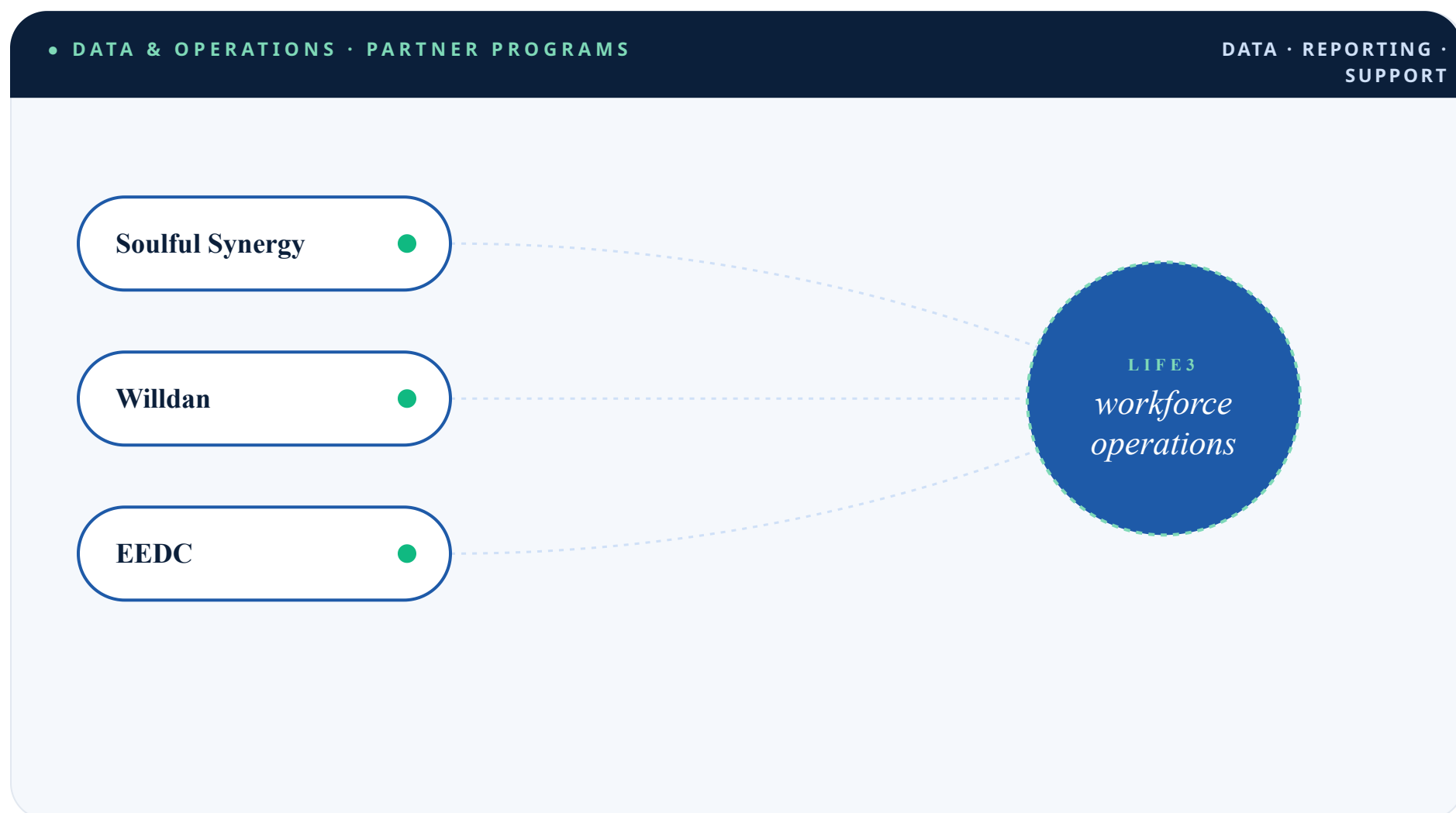


MEET IMAN

From *CS & BI* to
clean-energy training
to workforce *operations*.

- B.S. Computer Science, Hunter College
- Business Intelligence background
- HVAC / Clean Heat training
- EPA 608 certified
- LIFE3 capstone (Dec 2024) → intern → ops

Coordinating data across *partner programs.*



KEY TAKEAWAY

Each program has its own *rules, timelines, and reporting fields*. Operations keeps the data aligned.

Turning chaos into *systems*.



KEY TAKEAWAY

Great operations don't remove complexity, they *reduce uncertainty*.

Supporting the *people around the work.*

Operations isn't one relationship. It's **six**, running in parallel.

- 01

Leadership
Reports progress, flags issues early, keeps priorities visible.
- 02

Program managers
Aligns cohort data, reporting fields, and follow-ups.
- 03

Instructors
Reconciles LMS grades and attendance with participant records.
- 04

Participants
Validates records, resolves data gaps, protects privacy.
- 05

Interns
Trains, assigns, and walks through workflows step-by-step.
- 06

Tech support
Coordinates cohort issues and escalates blockers quickly.

THE ROLE

One person.
Six lanes
of context.

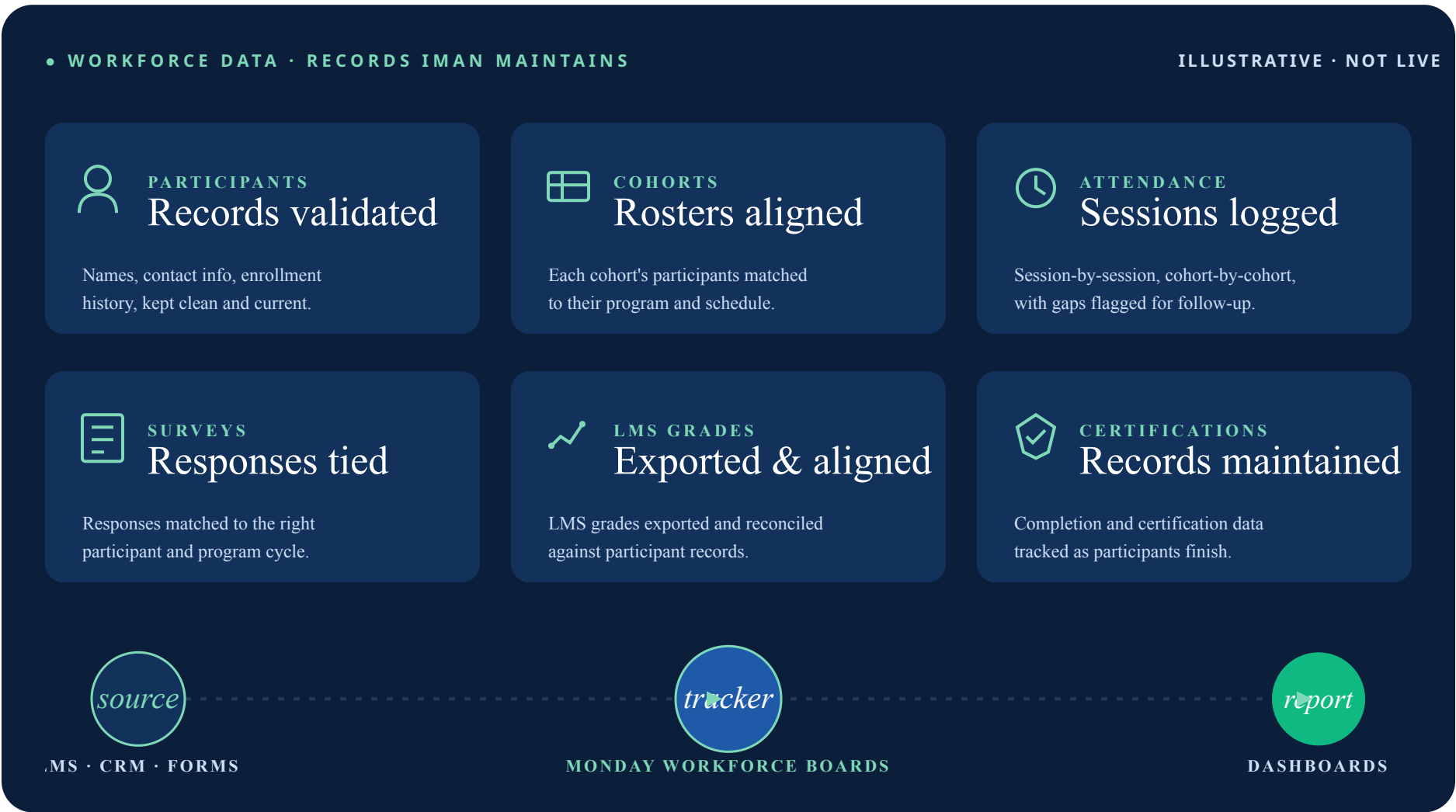
Operations holds the space between teams so the work moves without waiting for someone to translate it.

- DATA
- CADENCE
- CLARITY

KEY TAKEAWAY

Operations sits in the middle, *clarifying, training, and coordinating* across teams.

Managing the data that *matters*.



The quiet work of *getting details right.*

**Documentation**

Steps captured so the next person can pick it up.

✓ ✓ ✓

**Data quality**

Records validated before they feed reporting.



**Workflow consistency**

Same steps, same outcomes, cohort to cohort.



**Reporting fields**

Trackers updated so numbers reconcile across sources.



**Access awareness**

Right people, right records. Privacy kept front of mind.



**Issue escalation**

Small mismatches surfaced before they become big ones.



GOOD RECORDS → TRUSTED REPORTS

Clean data is what makes the *outcomes* believable.



KEY TAKEAWAY

Trust in the numbers is *built quietly.*
One clean record at a time.

Keeping the day *moving forward.*

A DAY OF COORDINATION

Tasks clarified

Who owns what, for today's work

✓

Interns trained

Assignments walked through and handed off

✓

Follow-ups tracked

Loose ends turned into next steps

✓

Cohort support

Tech issues escalated, participants unblocked

✓

Data issues resolved

Progress reported, records reconciled

→

COORDINATION, NOT COMMAND

Small handoffs.
Clear next steps.

A day that *keeps moving*, because
someone kept it moving.

KEY TAKEAWAY

Programs move *forward* when someone
tracks the details across the day.

Areas we're *strengthening.*

TEAM + TOOLS

People decide.
Tools *assist.*

The goal isn't automation for its own sake. It's clearer records, faster follow-through, and fewer things falling between the cracks.



Workflow automation

Piloting where it saves time.



AI-assisted operations

Exploring, with people in the loop.



Transcript processing

Turning meetings into notes and tasks.



Knowledge management

Building shared team memory.



Reporting systems

Connecting data to dashboards.

KEY TAKEAWAY

These are areas LIFE3 is *exploring together.*
People, process, and technology in balance.

THE SPOTLIGHT SHIFTS

Operations is *invisible*... until it isn't.

PARTICIPANTS

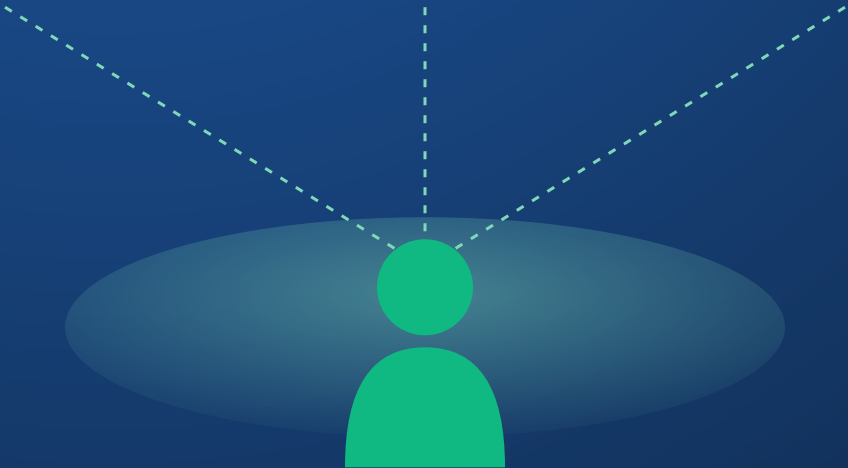
see
instructors

PARTNERS

see
results

FUNDERS

see
impact



Iman Qureshi
*workforce operations
& data, LIFE3*

FINAL TAKEAWAY

One role doesn't run a workforce program.
A *team* does, and operations helps hold it together.

Iman's work strengthens LIFE3's broader combination of **leadership, technology, data, operations,** and **program execution.**



FIELD NOTES ON WORKFORCE OPS
Because *information* leads us.

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