

WorkLink Workforce
Investment Board
Connecting Companies and Employees

Comprehensive Strategic Plan

2009 - 2014

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Strategic Plan 2009 - 2014

Executive Summary.

*The theme for our Strategic Plan is “**understanding the workforce system**”. The thinking and work performed by our Workforce Investment Board (WIB) during the Strategic Planning session has created a framework that places a premium on the WIB using its resources and influence to ensure the community, businesses, partners, service providers, board members understand the region’s workforce development challenges, opportunities and solutions, and how each group plays a role within the system.*

This strategic plan emerged from discussion, analysis and formulation by the WorkLink WIB members. It was led by current Chairperson Steve West and facilitated by a national workforce development consultant, Ricki Kozumplik.

The process was open, transparent, and inclusive. The WIB was guided by a set of guidelines that included an honest appraisal of:

- *results from the WIB self-evaluation;*
- *information from the focus groups and surveys conducted by the WorkLink WIB;*
- *changes to the local community since the last strategic plan;*
- *potential changes the local community will face in the near future;*
- *recent and potential changes to the workforce development business’s technology, suppliers, economy, customers’ needs and preferences and government regulations;*
- *characteristics of a winning workforce system and Workforce Investment Board, and an analysis of the current performance of each entity; and,*
- *current internal strengths and weaknesses, and external opportunities and threats.*

From that list, the WIB identified a set of current challenges that provided the basis for determining our vision, mission, and goals for the next year. The entire process gave those who participated an opportunity to re-examine our organizational values, our capabilities, products and services, and our customers.

This plan is our predetermined course of action. Of course, a plan that sits on the shelf is no plan at all – it is only a dream. In order to make the dream a reality, this plan has three main characteristics: First, it involves the future state of this organization and system. Second, it addresses the actions that we must take in order to achieve this future state. Finally, we have created personal and organizational identification with and ownership of the goals, objectives and action strategies that will determine our future.

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Local Past and Potential Future Accomplishments.

Members listed these as accomplishments for which they were most proud in the last year, and those activities they want to accomplish in the coming year:

Most Proud Accomplishment (What we did.)	Most Important to Complete (What we will do.)
<ul style="list-style-type: none"> • The WIB is getting better at providing direction • Cooperation • Collaboration with partners • Strategic Planning <ul style="list-style-type: none"> ○ The WIB is doing it to maximize the organizational output ○ The WIB is restarting it ○ The whole strategic planning initiative ○ Involving <u>all</u> stakeholders in the process • Staffing <ul style="list-style-type: none"> ○ Added staff to address roles of the organization ○ Assembled/Hired good staff ○ Hired a good Executive Director • Commitment to change/Willingness to improve <ul style="list-style-type: none"> ○ Board 101 Training • Increased Board member interest/attendance • Aware of/concerned with present economy and how it impacts our communities • Marketing/Branding process <ul style="list-style-type: none"> ○ Website ○ The brand is known in the community • Programmatic items <ul style="list-style-type: none"> ○ Distributing Tech Ed where it is needed most ○ Provide services to those in need ○ One Stop On-the-Go reaching more job seekers 	<ul style="list-style-type: none"> • Marketing/Communication – <ul style="list-style-type: none"> ○ Get WorkLink known ○ Market the One Stop ○ Create an “elevator” pitch (what you would respond in an elevator when asked by someone “What does WorkLink do?”) ○ Inform public of WorkLink mission ○ Get a clear message about <ul style="list-style-type: none"> ▪ Who we are ▪ What we do ▪ How we can help you ○ Increase awareness in 3 counties • WIB understand its role <ul style="list-style-type: none"> ○ Board 101 training • Strategic plan <ul style="list-style-type: none"> ○ Comprehensive analysis of workforce and the areas needing attention ○ Implement the strategic plan <ul style="list-style-type: none"> ▪ Utilize funds to alleviate long-range goals ▪ Have regular updates on the progress of reaching the plan ▪ Be “tougher” on meeting the goals ▪ Know what the goals are • Get the consortium “up and running” effectively and provide oversight <ul style="list-style-type: none"> ○ Know the Board versus the consortium roles • Get industry involved • Enable a great apprenticeship program • Structural changes took a long time but enabled us to move forward consistently—keep it going <ul style="list-style-type: none"> ○ Remove barriers to services that the WIB has created locally (2 year time limit on training)

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Workforce Investment Board Values.

The following WIB values were identified from the accomplishments list:

- Service to the community
- Commitment to the plan
- Knowledgeable /trained Board members
- Responsiveness
- Excellence
- Supreme customer service
- Desire for excellence
- Good stewardship
- Foster/enhance existing relationships

Current and Future Community Trends Assessment and Assumptions.

Before creating a strategic plan, it is important to gather information from community leaders about the current workforce development issues, assess the recent changes in the region and the workforce development system business environment, as well as make assumptions about potential future changes in each category.

Focus Group and Survey Results Key Information

Our members reviewed the results of the focus groups and surveys that were conducted with businesses, economic development agencies, education, and youth and adult/dislocated worker service providers and determined the following should be considered when developing the WIB strategic plan:

Focus Group/Survey Category	Items to be Considered for the WIB Strategic Plan
Businesses	<ul style="list-style-type: none"> • Soft skills – <ul style="list-style-type: none"> ○ lack of self control ○ transference ○ Resiliency ○ more common sense choices vs. consequences ○ accountability ○ critical thinking – navigate roadblocks/ challenges • entitlement versus opportunity • Strong foundation for basic skills • Lack of knowledge of in demand jobs and education needed • Educating employers and the community about WorkKeys • Baby boomer exiting the workforce and the skills gap it will create • Service map – for all (community/agencies/businesses/education) to know what is available

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Focus Group/Survey Category	Items to be Considered for the WIB Strategic Plan
Economic Development Agencies	<ul style="list-style-type: none"> • WorkKeys <ul style="list-style-type: none"> ○ Help offset employers cost of using it ○ CRCs for those exiting high school (schools, career centers, Adult education, One-Stops) • Soft skills – better educated on what it means for your whole life – <ul style="list-style-type: none"> ○ Criminal background checks ○ Drug testing, ○ Falsifying information • Need a match between employer skill requirements and the skills of the labor force
Education	<ul style="list-style-type: none"> • Learn to learn - Service providers need to emphasize lifelong learning • Provide connection for career advisors and teachers to business /industry to encourage lifelong learning • High school level – provide exposure to future in-demand jobs —become a consulting service for future jobs.
Service Providers	<ul style="list-style-type: none"> • Participant accountability • Basic skills • Soft skills • Assessment and case management • Child care • Public transportation/reliable transportation • Education level gaps • Computer skill needs • Job getting skills
Youth Services	<ul style="list-style-type: none"> • Lack of basic skills • Self confidence • Soft skills • Vocational training options • Transportation • Cycle of poverty/role model • Available jobs

Local Area Trends

Our members identified the following changes to the local community since the last strategic plan and the anticipated changes during the next year:

- Health care issues;
- Loss of jobs;
- Economy going down;

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- Crime going up;
- Growth in Hispanic population;
- Companies moving overseas;
- Higher skilled jobs;
- Growth in the service industry;
- EEDA – career clusters;
- Regional education centers;
- State budget cuts;
- Regulation changes;
- Increase in minimum wage;
- Retirement plans decreasing or going away;
- Increase in unemployment/ Unemployment doubled;
- Stock market crash;
- Post war issues (those veterans who are coming home from fighting overseas);
- Extended UI benefits;
- Stimulus package;
- Change in political party;
- Change in WIB membership;
- Major change in WorkLink staff;
- Increase in 2-year technical college enrollment;
- Increase in WIA enrollments;
- Increased WIA funding;
- Decreased in education and other agency funding;
- Increase in regionalization;
- Attitude regarding spending has changed;
- Look at ways to maximize resources;
- Passage of Education and Economic Development Act;
- GED requirements have increased;
- New leaders at many levels;
- Increased demand for healthcare services;
- Demographic shifts;
- Industrial skills sets changing;
- Lack of affordable housing;
- TAA reauthorization;
- Some marketing—lots of confusion;
- Major change in dynamics of the Board--
 - More involvement; and,
 - More understanding of their roles;
- Increase in the numbers of individuals entering the skilled workforce;
- Board aware of the issues of accountability for funding;
- Increase in poverty level;
- Larger skill gap;

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- Gap in median income;
- Technical base occupations;
- Increase in government;
- Strong case management needed;
- Sense of “entitlement”; and,
- Dropout rate increased between the 9th and 10th grade.

Workforce Development Business Environment Changes:

The following chart identifies the recent changes and the anticipated changes to the business environment of the workforce development industry within 6 categories: technology, suppliers, economy, government regulations, and, customers’ needs and preferences.

Workforce Development Business Environment	
Category	Future Changes
<i>Technology</i>	<ul style="list-style-type: none"> • Increased dependence on it • Meetings via webinars • Crack berry/Blackberry—text podcasts • Twittering/testing • Face book/My space –networking • Blog • Demise of Newspaper/Print media • Job require extensive computer skills • Email • Web search • On-line education • Job/Education search on line • Craig’s list • Accessibility • Job accessibility 24/7 (Responsibilities/expectations – reduces the workforce) • Increased dependence on cashless • Privacy concerns
<i>Suppliers:</i>	<ul style="list-style-type: none"> • Increase in suppliers to offer new/expanded products <ul style="list-style-type: none"> ○ mental health counseling ○ workforce readiness (education agencies) ○ On-the go services to employers ○ Soft skills ○ Reports to the community (report cards) on how the system is working
<i>Economy:</i>	<ul style="list-style-type: none"> • Influx of federal dollars for a short term • Increase in staff • Accountability

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Workforce Development Business Environment	
Category	Future Changes
<i>Government Regulations</i>	<ul style="list-style-type: none"> • Change in/expanding regulations daily! – Expectation is unrealistic • More people/less staff • More responsibility for staff • Short turn around on implementing the changes • Reports, reports, reports with no feedback • Don't know what is the real impact of the reports • Increased accountability but the outcome is unrealistic • Fragile population • Customized services but not customized regulations (SC is not NY) • Increased layering • Conflict in goals • Dysfunctional databases
<i>Customers' Needs/ Preferences</i>	<p>Employers</p> <ul style="list-style-type: none"> • Difficult economy – must decrease costs • Selective hiring • Increase in technology • Decrease in training funds • Increase in demand in healthcare but less funds in it <p>Employees/Job seekers</p> <ul style="list-style-type: none"> • Increase skill sets • Increase in training in technology and automation • Decrease in the number of jobs • Divers population • Stress due to public information/media • Re-education • Aging of the workforce <p>Partners</p> <ul style="list-style-type: none"> • Increase in demand • Increase in funds (stimulus) that must be spent wisely and quickly • Diversity • Increased accountability • Change in expectation • Monitoring

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Profiles of Successful Workforce Investment Boards and Workforce Development Systems.

The following charts identify the characteristics of successful WIBs and workforce development systems in 5 –10 years, the importance of each characteristic and, the current performance using the following scales:

Importance

- 1 = Extremely Critical
- 2 = Very Critical
- 3 = Critical
- 4 = Extremely Important
- 5 = Very Important
- 6 = Important
- 7 = Extremely Beneficial
- 8 = Very Beneficial
- 9 = Beneficial

Current Performance

- 1 = Almost Perfect
- 2 = Excellent
- 3 = Good
- 4 = Some Strength (on the balance)
- 5 = Neutral
- 6 = Some weakness (on the balance)
- 7 = Poor
- 8 = Very Poor
- 9 = Abysmal

Successful Workforce Investment Board Characteristics

Characteristic	Future Importance	Current Performance
Actively engaged/dedicated	1	3
Diverse	1	6
Visionary	1	6
Clear direction	1	4
Strong business representation	1	4
Mission driven	1	7
Skilled/knowledgeable	1	6
Customer focused	1	3
Innovative/Outside of the box thinking	2	7

Successful Workforce Development System Characteristics

Characteristic	Future Importance	Current Performance
Accountable	1	4
Proactive- not reactive	3	7
Engaged/Involved	1	4
Visionary	1	7
Malleable/Flexible	3	5
Collaborative	2	4
Efficient	1	6
Innovative	3	3
Branded – people know who we are	9	7
Diversified/Represented	2	5
Streamlined	5	7
Research-led/data driven	1	9

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Characteristics to Address to Become More Successful

The members identified the following characteristics as most in need of attention in order to become more successful:

Group	Characteristic
WIB	<ul style="list-style-type: none"> • Mission driven • Visionary • Skilled/knowledgeable • Diverse
Workforce System	<ul style="list-style-type: none"> • Visionary • Efficient

SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis

The SWOT analysis identified the following strengths, weaknesses, opportunities and threats for the region. Strengths and weaknesses are internal to the organization and system and ones over which the WIB has control. Opportunities and Threats are external to the WIB and therefore are not under their control. In order to be considered an opportunity, the WIB must have an internal strength that would allow them to take advantage of it.

Strengths (What internal strengths bring us a competitive advantage?)	Weaknesses (What internal weaknesses might inhibit our abilities to meet our mission and vision?)
<ul style="list-style-type: none"> • System <ul style="list-style-type: none"> ○ 1 stops and 1 stop on the go ○ Strong technical school collaborative ○ Location (interstate) ○ Sincerity of providers(willingness to help) ○ Well funded ○ Well managed funds ○ Able to serve a large number of people ○ Always looking to change • WIB <ul style="list-style-type: none"> ○ Private sector employers ○ Knowledgeable staff ○ WorkLink is a recognizable brand ○ Board dedication/participation ○ Strive to continuously improve ○ More engaged ○ New orientation ○ Recruit better members 	<ul style="list-style-type: none"> • Active participation—Board/committees • Education of the Board members • Consortium • Re-evaluation of the committee structure • Critical evaluation of data for improvement • Awareness of WorkLink in the community • Customer/employer perception of the OneStop

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Opportunities (Of what external opportunities will our strengths allow us to take advantage)	Threats (What external influence might inhibit us in reaching our mission and vision?)
<ul style="list-style-type: none"> • Great place to live • Regionalize – I-85 corridor • We are not known as a region like Hilton Head or Charleston—show the region who we are and what we want to do—tell the story • Outside funding –grants • Board brings partners and community together • We have the funds in the area to “buy” friends • Fill the gaps – build \waiting lists for Board membership • Partner with United Way/foundations • Bring in other agencies not currently involved • Legal—with all partners participating • Expand employer allies—health care /universities • Invite health care/school participants • Enhance the committees—broaden the base of members 	<ul style="list-style-type: none"> • Legislative actions/regulations • Changing demographics of the area • Economic upheaval • Industry cycle obsolescence • Entry level skills for employment from schools

WIB Vision.

Our vision provides a directional statement; a “picture” of a future state of the organization (what we are striving to become); it provides inspiration; it gives a framework for our area of influence/responsibility.

“To have a fully-employed, skilled workforce in Anderson, Oconee and Pickens counties, SC”

WIB Mission.

Our mission is a brief description of the organization’s fundamental purpose (what we do)/reason for existence, articulated for those inside and outside of the organization.

“We develop the link between employers and the workforce in Anderson, Oconee and Pickens counties, SC.”

Strategic Goals.

Our goals grew out of an analysis of the region's focus group and survey results, WIB self-evaluation information, recent and potential changes within the community and the workforce development industry, our identification of the characteristics of successful/winning workforce systems and WIB, and, the SWOT analysis. We chose to have four goals for this strategic plan that were directed at our four most immediate challenges:

- 1) The WIB doesn't understand the skill level of the workforce,*
- 2) There is a lack of business involvement in the WIB and WIB activities,*
- 3) The workforce system is fragmented, and,*
- 4) There is a lack of a common theme of the Board in regards to the WIBs vision and mission among all partners and players of influence within the system.*

The goals based on the above immediate challenges show us what our world will look like when we have accomplished our objectives.

The WIB's Four Goals.

- We will understand the skill level of the workforce.
- We will involve business in the WIB and WIB activities.
- We will integrate the workforce development system.
- We will create a common theme for the WIB and the workforce system.

The objectives for each goal are the measurable statements towards which our efforts are directed. Each objective contains three elements: a specific statement of what is to be accomplished, a standard by which we can measure the accomplishment, and a timeframe and deadline within which to accomplish the objective. Finally, Strategies are the specific steps which need to happen to bring completion to the objective, and eventually, the goal.

The Youth Council and its sub-committees will assess the attainment of objectives at each meeting to assess progress on the successful completion of our goals.

Goals, Objectives and Action Strategies Narrative.

Goal I. We will understand the skill level of the workforce.

The Workforce Skills and Education Committee oversees the attainment of this goal and will be responsible to complete the objectives and strategies to facilitate its successful attainment.

Key Objective:

- A.** Research and analyze WorkKeys data by December 31, 2009.

Key Action Strategies:

1. Determine how to gather and keep data.
2. Gather the WorkKeys data.
3. Analyze the data.

Key Objective:

- B.** Increase the number in the workforce assessed with WorkKeys Readiness Certificate by 2000 by June 30, 2010.

Key Action Strategies:

1. Utilize incentive grants to assist businesses and schools to assess using WorkKeys.
2. Market WorkKeys to skills/job seekers.
3. Develop an alternate method to provide WorkKeys assessments.

Key Objective:

- C.** Increase by 2% per year the number of individuals who successfully completed GED or high school diploma through the workforce system last year (July 1, 2008 – June 30, 2009).

Key Action Strategies:

1. Promote GED/HS completion to the incumbent workforce.

2. Promote GED/HS completion to skills/job seekers within the workforce development system.
3. Identify and address adult education provider issues/ limitations.

Key Objective:

- D. Certify the basic work skills (soft and computer) of 1000 job seekers that the One Stop Centers serve each year.

Key Action Strategies:

1. Develop appropriate soft skills curriculum.
2. Have WIB approve a “certification” process and certificate.
3. Incorporate a work experience activity to prove demonstration of the soft skills.
4. Provide access to computer skills training.

Key Objective:

- E. By June 30, 2009, ensure that the local workforce policies and regulations do not cause barriers to the service providers and customers.

Key Action Strategies:

1. Identify the policies with issues and address them.

Goal II. Involve business in the WIB and WIB activities

The Business Partnerships Committee will be responsible for the attainment of this goal and will be responsible to complete the objectives and strategies to facilitate its successful attainment.

Key Objective:

- A. Increase WorkKeys Profiles by 10% per year throughout the workforce region through awareness.

Key Action Strategies:

1. Increase funding to promote WorkKeys.

2. Increase awareness/market WorkKeys.
3. Develop strategies to reach businesses.
4. Create database in which to log WorkKeys profile information.
5. Increase partnerships to provide more WorkKeys profiles.
6. Measure progress.

Key Objective:

- B. Increase the # of employers using the workforce development system services by 2% per year.

Key Action Strategy:

1. Get a database of business services and service providers.
2. Certify the One Stop services.
3. Get the word out about the services and where to access them.
4. Determine businesses' needs.

Goal III. Integrate the workforce development system.

The Executive Committee will oversee the attainment of the first two objectives of this goal. Once this is accomplished, this goal will be assigned to the Workforce Skills and Education Committee to facilitate its successful attainment.

Key Objective:

- A. By the end of the calendar year 2009, a One Stop Operator will be in place that regularly convenes service providers and partner agencies.

Key Action Strategies:

1. Develop the One Stop Operator.
2. Get buy-in from current members/agencies on their One Stop Operator role.
3. Ensure the One Stop Operator's success.

Key Objective:

- B. By 2010, a One Stop Operator will be collecting the data to present to the WIB so they can certify/re-certify the One Stop Centers.

Key Action Strategies:

1. Establish One Stop Center certification criteria.
2. Determine reporting requirements.
3. Ensure service gaps are addressed.

Goal IV. Create a common theme for the WIB and system.

The Marketing Committee oversees the attainment of this goal, objectives and strategies to facilitate its successful attainment.

Key Objective:

- A. By December 31, 2009, the Board members will be able to understand and convey what we do as a Board and the roles of the staff, the operator, the partners and the service providers within the workforce system.

Key Action Strategies:

1. Hire a marketing coordinator.
2. Define all roles and relationships.
3. Develop Collateral.
4. Provide training of the roles and responsibilities to all players.
5. Increase membership/ participation.

Key Objective:

- B. By December 31, 2009, the Operator and Youth Council will be able to understand and convey what the WIB does and the roles of the staff, the operator, the partners and the service providers within the workforce system.

Key Action Strategy:

1. Define all roles and relationships.
2. Develop collateral.
3. Provide training to Operator and Youth Council.

Key Objective:

- C. By the end of 2010, the businesses and educators will be able to understand and convey what the WIB does and the roles of the staff, the operator, the partners and the service providers within the workforce system.

Key Action Strategy:

1. Provide marketing for each committee's products.
2. Demonstrate/market the linkages between service providers/receivers of WIB funding and the WIB.
3. Host annual recognition ceremonies for businesses, job/skills seekers, educators and WIB members.
4. Host at least one Job Fair per year.
5. Host at least one Youth Forum per year.

Key Objective:

- D. By the end of 2010, the community will be able to understand and convey what the WIB does and the roles of the staff, the operator, the partners and the service providers within the workforce system.

Key Action Strategy:

1. Provide marketing for each committee's products.
 2. Demonstrate/market the linkages between service providers/receivers of WIB funding and the WIB.
 3. Host annual recognition ceremonies for businesses, job/skills seekers, educators and WIB members.
 4. Host at least one Job Fair per year.
-

5. Host at least one Youth Forum per year.

Goals, Objectives, Strategies and Action Steps Chart

The following displays the above WIB's goals, objectives, and strategies within a chart. The fifth and sixth columns indicate the action steps for each strategy and the committee responsible for overseeing the completion of the goal.

WorkLink WIB's Strategic Plan Key Issues, Goals, Strategies and Action Plans

Key Issue	Goal	Objective	Strategy	Action Steps	Committee Responsible
The WIB doesn't understand the skill level of the workforce	Understand the skill level of the workforce	Research and analyze WorkKeys data by December 31, 2009.	Determine how to gather and keep data	<ul style="list-style-type: none"> • By June 30, 2009 call ACT to ensure how to access WorkKeys reports for all agencies assessing with WorkKeys within the region • By June 30, 2009 call Joan Mason at the state to determine how to access WorkKeys reports for all agencies assessing with WorkKeys within the region • If ACT does not have access to the appropriate reports, create/find a database that will allow for pulling of all community data (not just the One Stop Center's data) 	Business Partnerships Committee
		Gather the WorkKeys data	<ul style="list-style-type: none"> • Identify which skills/job seekers have been WorkKeys assessed by all in the workforce area by December 31, 2009 • Review the local and overall ACT business profiles by December 31, 2009 		
		Analyze the data	<ul style="list-style-type: none"> • Match the skills/job seekers WorkKeys levels (aggregate) against the profiles by June 30, 2009 		
		Increase the number in the workforce assessed with WorkKeys Readiness Certificate by 3000 by June 30, 2010.	Utilize incentive grants to assist businesses and schools assess with WorkKeys	<ul style="list-style-type: none"> • Determine who will receive incentive funds to assess with WorkKeys <ul style="list-style-type: none"> ○ businesses ○ schools • Develop MOAs with those who will receive incentive funds to assess with WorkKeys <ul style="list-style-type: none"> ○ businesses ○ schools 	
			Market WorkKeys to skills/job seekers	<ul style="list-style-type: none"> • Create and utilize a "business recognition sign" – a sign that businesses place in their facility that indicates "We screen applicants using WorkKeys" • Add to the Incentive Funds MOA (memorandum of agreement) that by accepting the incentive funds they agreed to have their name included (in the WIB's marketing of WorkKeys) as a business that utilizes WorkKeys • Develop WorkKeys marketing plan/process - utilize <ul style="list-style-type: none"> ○ brochures ○ Billboards (?) ○ word of mouth 	

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WorkLink WIB's Strategic Plan Key Issues, Goals, Strategies and Action Plans					
Key Issue	Goal	Objective	Strategy	Action Steps	Committee Responsible
			Develop an alternate method to provide WorkKeys assessments	<ul style="list-style-type: none"> Review WIA budget for Core B services to be funded Utilize the grant writer to explore/gain additional funding 	
		Increase by 2% per year the number of individuals who successfully completed GED or high school diploma through the workforce system last year (July1, 2008 – June 30, 2009).	Promote GED/HS completion to the incumbent workforce	<ul style="list-style-type: none"> Increase awareness of GED on-line Develop an education on-line center Increase awareness of employer requirements for GED/HS Diploma (possibly using the tool from TV or by developing a brochure) 	Workforce Skills and Education
	Promote GED/HS completion to skills/job seekers within the workforce development system		<ul style="list-style-type: none"> Increase awareness of GED on-line Develop an education on-line center Increase awareness of employer requirements for GED/HS Diploma (possibly using the tool from TV or by developing a brochure) 		
	Identify and address adult education provider issues/ limitations		<ul style="list-style-type: none"> Determine their issues Utilize the grant writer to look for/find outside funding for them 		
	Certify the basic work skills (soft and computer) of 1000 job seekers that the One Stop Centers serve each year.		Develop appropriate soft skills curriculum	<ul style="list-style-type: none"> Investigate national credentials Investigate best practice curricula Work with local businesses to identify the required basic and soft skills and standards for each skill <ul style="list-style-type: none"> Use Survey Monkey for all businesses Survey WIB members at a meeting Use business requirements to finalize curriculum 	
			Have WIB approve a "certification" process and certificate	<ul style="list-style-type: none"> Investigate best practices Develop draft certificate Seek WIB approval for certificate 	

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WorkLink WIB's Strategic Plan Key Issues, Goals, Strategies and Action Plans					
Key Issue	Goal	Objective	Strategy	Action Steps	Committee Responsible
			Incorporate a work experience activity to prove demonstration of the soft skills	<ul style="list-style-type: none"> Utilize OJT, apprenticeship, Work Experience, volunteer activities to ensure job/skills seekers demonstrate soft skills 	
			Provide access to computer skills training	<ul style="list-style-type: none"> Develop/issue a computer skills training RFP Select computer skills training provider Provide computer skills training 	
		By June 30, 2009, ensure that the local workforce policies and regulations do not cause barriers to the service providers and customers.	Identify the policies with issues and address them	<ul style="list-style-type: none"> Identify those that are too open/loose Identify those that are too closed/tight/restrictive (Individuals who test at a silver level on WorkKeys are not able to be reassessed using WIA funds) Determine which WIB committee is responsible to address them Ensure revisions comply with law/rules/regulations Revise the policy Take the revised policy to the appropriate committee for approval Issue changes to service providers (including guidelines/instructions for required forms) 	
There is a lack of business involvement in the WIB and WIB activities	Involve business in the WIB and WIB activities	Increase WorkKeys Profiles by 10% per year throughout the workforce region through awareness.	Increase funding to promote WorkKeys	<ul style="list-style-type: none"> Determine how to fund additional WorkKeys profiles using WorkLink funds Investigate other funding sources for WorkKeys profiles and marketing Write grants for funding to promote awareness and complete WorkKeys profiles 	Business Partnerships
			Increase Awareness/ Market WorkKeys	<ul style="list-style-type: none"> Coordinate efforts with Marketing Committee Promote a long term vision of WorkKeys in SC and the region Provide WorkKeys training to the WIB members Develop a profiling marketing plan – determine how to get the message out to employers <ul style="list-style-type: none"> Send out mailers/fliers about WorkKeys 	

WorkLink Workforce Investment Board Strategic Plan

WorkLink WIB's Strategic Plan Key Issues, Goals, Strategies and Action Plans					
Key Issue	Goal	Objective	Strategy	Action Steps	Committee Responsible
				<ul style="list-style-type: none"> ○ create a WorkLink brochure that service providers can use to market WorkKeys ○ Use word of mouth ○ Develop a newsletter ○ Create a website business center ○ Hold "lunch and learns" with 4 businesses per month ○ Hold symposiums ○ Hold breakfast/lunch to educate businesses on WorkKeys ● Communicate available funds for profiling ● Designate a person to talk to businesses <ul style="list-style-type: none"> ○ visit area businesses ○ sell the benefits to businesses 	
			Develop strategies to reach businesses	<ul style="list-style-type: none"> ● Identify how other WIBs have marketed this product (find best practices) ● Create list of major businesses in the three county area including tapping into WIB member networks ● Determine which businesses have used the services/WorkKeys ● Ask those businesses who have used WorkKeys to witness/provide testimonials/promote to those who have not used WorkKeys ● Identify those businesses who have not used WorkKeys ● Determine businesses within that list to target ● Develop a call list ● Determine who will make the calls ● Target "like" businesses/month ● Call on the businesses and determine their needs 	
			Create database in which to log WorkKeys profile information	<ul style="list-style-type: none"> ● Determine if "Synchronist" database can be used to maintain WorkKeys profile data ● Create database for employer utilization ● Train partners on the use of the database ● Utilize the partners to maintain the WorkKeys information 	

WorkLink Workforce Investment Board Strategic Plan

WorkLink WIB's Strategic Plan Key Issues, Goals, Strategies and Action Plans					
Key Issue	Goal	Objective	Strategy	Action Steps	Committee Responsible
			Increase partnerships to provide more WorkKeys profiles	<ul style="list-style-type: none"> • Partner with <ul style="list-style-type: none"> ○ SCDEW/service providers ○ local economic development agencies ○ local education agencies • Identify profilers within the region • Write MOA on sharing WorkKeys profiles information • Provide training on the benefits for employers who participate in WorkKeys profiling • Track profiles of other entities 	
			Measure progress	<ul style="list-style-type: none"> • Review measures/standards from other WIBs • Develop realistic, understandable and visual metrics • Identify the number of profiles completed across the region • Identify the gaps in the profiles versus the demand for profiles to be completed • Survey the results/effectiveness of the WorkKeys profiling efforts 	
		Increase the # of employers using the workforce development system services by 2% per year.	Get a database of business services and service providers	<ul style="list-style-type: none"> • Utilize the WDA to <ul style="list-style-type: none"> ○ Get list of employer services ○ Get list of employer service providers • Hire part time administrative person for business services – (already approved by the WIB) 	
			Certify the services	<ul style="list-style-type: none"> • Review the state's business services certification criteria • Determine what additional local criteria (if any) should be added 	
			Get the word out about the services and where to access them	<ul style="list-style-type: none"> • Determine list of benefits • Host 2 business symposiums per year • Host joint Board /WDA meeting OR have WDA present at the WIB meeting • Leverage Board contacts • Host a joint meeting with AOP manufacturing managers groups 1 per county annually —bring service providers 	

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Key Issue	Goal	Objective	Strategy	Action Steps	Committee Responsible
			Determine businesses' needs	<ul style="list-style-type: none"> Revise the business survey Use survey to gather business needs Discuss business needs with businesses one-on-one when calling on them 	
The workforce system is fragmented.	Integrate the system	By the end of calendar year 2009, a One Stop Operator will be in place that regularly convenes service providers and partner agencies	Develop the One Stop Operator	<ul style="list-style-type: none"> Define/delineate the roles/responsibilities of the One Stop Operator and the WIB staff Train and provide technical assistance to the One Stop Operator Finalize the Agreement between the WIB and the One Stop Operator 	Executive for the first two objectives and then it will be assigned to Workforce Skills and Education
			Get buy-in from current Community members/agencies on the One Stop Operator role.	<ul style="list-style-type: none"> Review the defined/delineated roles of the One Stop Operator and the WIB staff Train and provide technical assistance to the One stop Operator Provide feedback to the Board on how well they are performing their roles Hold the One Stop Operator responsible to achieve their work 	
			Ensure the new One Stop Operator's success	<ul style="list-style-type: none"> WIB Staff will orient and train Help them establish a plan of work Help them create a list of stakeholders Establish communication protocol Establish reporting requirements Review business plan requirements and negotiate a deadline for completion Establish a timeline for updating the MOUs and RSAs 	
		By 2010, a One Stop Operator will	Establish One Stop Center certification criteria	<ul style="list-style-type: none"> Review the state's One Stop certification process guidelines Determine additional local criteria/standards 	

WorkLink Workforce Investment Board Strategic Plan

WorkLink WIB's Strategic Plan Key Issues, Goals, Strategies and Action Plans					
Key Issue	Goal	Objective	Strategy	Action Steps	Committee Responsible
		be collecting the data to present to the WIB so they can certify/re-certify the One Stop Centers.	Determine reporting requirements	<ul style="list-style-type: none"> Determine what data to collect Format guidelines 	
			Ensure service gaps are addressed	<ul style="list-style-type: none"> Set the parameters for the One Stop Operator to complete the service gap analysis Review service gap analysis they submit Review /approve solutions to service gaps 	
There is a lack of a common theme of the Board in regards to the WIBs vision and mission among all partners and players of influence within the system.	Create a common theme for the WIB and system	By December 31, 2009, the Board members will be able to understand and convey what we do as a Board and the roles of the staff, the operator, the partners and the service providers within the workforce system.	Hire a marketing coordinator	(This job position has been posted and the applications/resumes are due to WorkLink by April 24, 2009. The interviews will take place soon after.)	Marketing
			Define all roles and relationships	<ul style="list-style-type: none"> Break down and define the roles of the WIB staff, operator, partners and service providers Review the state's One Stop Certification draft plan Identify/compile a list of partners Compile a list of providers 	
			Develop collateral	<ul style="list-style-type: none"> Update the WIB manual Develop brochures Develop concise "elevator" speech Make Operator Service Providers reports easy to understand Create/print organizational chart Create a service map for adults/dislocated workers Review and update the website Create a website "learning center" for Board/partner/ operator/ service provider and staff learning 	
			Provide training of the roles and responsibilities to all players	<ul style="list-style-type: none"> Survey the Board to determine what it does and does not know about the roles Make partners visible to the Board Implement continuous Board training via the website—require Board 	

WorkLink Workforce Investment Board Strategic Plan

WorkLink WIB's Strategic Plan Key Issues, Goals, Strategies and Action Plans					
Key Issue	Goal	Objective	Strategy	Action Steps	Committee Responsible
				<ul style="list-style-type: none"> members to complete the training within 1 year and be certified • Plan Board meeting with question and answer session • Meet one-on-one with Board members for training • Board training information (printed copies) • Have service providers give presentations at the Board meetings • Review/clarify new member orientation • Continue to reinforce the roles at each meeting 	
			Increase membership/participation	<ul style="list-style-type: none"> • Encourage Board participation • Increase membership of marketing committee • Require Board members to use their learning at presentations within the counties • Ask for feedback from the Board during this process • Require Board members to sign a commitment of understanding/learning 	
		By December 31, 2009, the Operator and Youth Council will be able to understand and convey what the WIB does and the roles of the staff, the operator, the partners and the service providers within the	Define all roles and relationships	<ul style="list-style-type: none"> • Break down and define the roles of the WIB staff, operator, partners and service providers • Review the state's One Stop Certification draft plan • Identify/compile a list of partners • Compile a list of providers 	
			Develop collateral	<ul style="list-style-type: none"> • Create a website "learning center" for partner/operator, service provider and staff learning 	
			Provide training to Operator and Youth Council	<ul style="list-style-type: none"> • Train members • Train Providers/Partners 	

WorkLink Workforce Investment Board Strategic Plan

WorkLink WIB's Strategic Plan Key Issues, Goals, Strategies and Action Plans					
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		workforce system.			
		By the end of 2010, the businesses and educators will be able to understand and convey what the WIB does and the roles of the staff, the operator, the partners and the service providers within the workforce system.	Provide marketing for each committee's products	(to be determined based on each product to be marketed)	
			Demonstrate/market the linkages between service providers/receivers of WIB funding and the WIB	<ul style="list-style-type: none"> • Update the product marketing "style sheet" TAG to ensure that all marketing done must include the statement "...a part of the WorkLink system" • Include in all service provider contracts the mandate that the agency receiving the funds must utilize the "style sheet" TAG and, must include the words "...a part of the WorkLink system" • Require that any secondary agency that is marketing WIB funded services (such as Incumbent Worker Training) include this statement "...funded by WorkLink" • Add this process to the monitoring checklist so that when service providers are being monitored, adherence to this process is reviewed. • List WIB funded agencies on the website • Add to the Incumbent Worker Training applications a statement and place for the business to sign that they will agree to the WIB including their name and a description of the funded activities in articles or marketing materials as appropriate, and, that they may be asked to provide testimonials on the services received. (They need to understand that this information is public information and will be a part of receiving the funds. • Create a universal delivery presentation • Market WIB products (facilitating and convening) on the website 	
			Host annual recognition ceremonies for businesses,		

WorkLink Workforce Investment Board Strategic Plan

WorkLink WIB's Strategic Plan Key Issues, Goals, Strategies and Action Plans					
Key Issue	Goal	Objective	Strategy	Action Steps	Committee Responsible
			job/skills seekers, educators and WIB members		
			Host at least one Job Fair per year		
			Host at least one Youth Forum per year		
		By the end of 2014, the community will be able to state what the WIB does and the roles of understand and convey what the WIB does and the roles of the staff, the operator, the partners and the service providers within the workforce system.	See strategies for Objective #3	See action steps for Objective #3	