

## **Upstate Workforce Investment Board Strategic Plan - Areas of Focus with Goal Statements**

### **Board Governance and Development**

We take seriously the confidence and trust that Cherokee, Spartanburg, and Union Counties place in the board and staff of the Upstate Workforce Investment Board. We will provide professional and efficient administration of our assets and resources, while improving, promoting and implementing sound business practices. We will work to develop programs and services that meet the needs of our constituents. We will seek qualified, dedicated people to serve on the board & staff and provide them with the tools, information, and training needed to be most effective.

#### **Objective 1: Encourage rotation to different committees.**

##### *Action Steps:*

- Board Chair to email board members asking that they consider rotation.
- Issue all committee charters to all members of the WIB.

#### **Objective 2: Board member education opportunities.**

##### *Action Steps:*

- Each board member to visit all three programs.
- For new board members, include the visitation in their orientation.
- Develop a flow chart to be used in orientation.
- Quarterly lunch and learn on specific WIB related topics for all members willing to attend.
- Determine appropriate in-State educational and awareness opportunities for board members.
- Review the National Association of Workforce Boards training video and consider for purchase for board members.

### **Business Services**

One of the critical needs that businesses face is finding qualified, skilled employees. In order to be in a competitive position to attract and retain high paying, quality jobs to the Upstate of South Carolina, we must place emphasis on developing a workforce that is prepared for the skilled job demands of the future. To the fullest extent possible we must assist businesses of all sizes with their critical labor force needs.

#### **Objective 1: Increase diverse industry leadership to provide guidance to Business Services Team.**

##### *Action Steps:*

- In an effort to have more diversity in industry, develop a Business Services Committee as an extension of the One Stop Committee (not just representatives from the WIB).
- Use a sector strategy when developing the members. Sector strategy could encompass the following or a similar mix:

- ✓ Manufacturing
- ✓ Logistics
- ✓ Distribution
- ✓ Healthcare
- ✓ Finance and Banking
- ✓ Retail
- ✓ Technology
- ✓ Construction
- ✓ .....and others

(This would be based on the labor market mix in the area. Some sectors may have several representatives (manufacturing could have small, medium and large companies represented).

- Develop a very clear focus for the group prior to organizing.
- Include chambers, Upstate Network, and economic development organizations on the committee.
- Preset meeting dates for the year.
- Designate a chair for the first year.
- Assign staff to this committee.

**Objective 2: Co-location of DEW into the Kennedy Street site.**

*Action Steps:*

- DEW is not in compliance with the Wagner-Peyser law under which they operate nor the Workforce Investment Act. They are performing services outside of a one stop system and DOL is aware of this. They are not providing all required services in the comprehensive one stop.
- Insist on co-location, but it will be required with the new Workforce Innovation Opportunity Act on July 1, 2015. We should, at a minimum, insist that all required services are being offered in the centers.
- Work with DOL to make this happen if it does not happen voluntarily.

**Objective 3: Host employer workshops quarterly in each county.**

*Action Steps:*

- Develop an ad-hoc committee of businesses and staff to select topics and develop invitation listing for each county to include Greer.
- Partner with chambers, economic development, human resource associations, etc. as needed to co-host.

**Outreach & Recruitment / Branding / Partnerships**

Good, timely communication is the key to enhancing our brand while telling our story and providing up to date information that can help our constituents, both job providers and job seekers, be more successful. In order to effectively communicate our programs, projects, events, and services, we must implement a meaningful communications, outreach and public relations plan and look for ways to enhance our current communications initiatives. We will seek out appropriate partners that can assist with educating others on our brand and communicating our story.

**Objective 1: Increase interest in manufacturing and the trades.**

*Action Steps:*

- Identify desired outcomes from a media contract with Channel 7.
- Meet with Channel 7 to discuss options and recommendations on outreach to the general public.
- Discuss sole source with Spartanburg County regarding Channel 7, since they have the largest viewing area.
- Present to the WIB for approval and proceed with procurement of services.
- Designate staff to work closely with Channel 7 to ensure results are on target.
- Issue quarterly reports to the WIB.
- Evaluate end of contract results.
- Speak to one civic group, business association, school event, etc. once per month on this topic.
- Partner with the local chambers, business associations, economic development entities, and schools to coordinate efforts.
- Develop roundtable discussion sessions from manufacturing and trade.
- Develop leave behind material on manufacturing and trade.
- Purchase promotional items for school career fairs on manufacturing and trades.
- Focus a majority of training dollars on manufacturing and the trades.
- Target one church in each county to utilize for education on focus area.
- Recruit 50 additional manufacturers for the Upstate Connects system.
- Consider billboards with photos successful individuals who are now working in manufacturing after graduating with a certification or degree in a manufacturing or trade focus.

**Objective 2: Increase exposure of SC Works on Kennedy Street through mass media efforts.**

*Action Steps*

- Utilize Channel 7 for exposure of the Kennedy Street location and SC Works Brand.
- Add four additional billboards in key locations in Spartanburg.
- Purchase 1 City Bus advertisement for outreach.
- Pursue radio.
- 'Feel good' stories in the local papers promoting SC Works Spartanburg's successes and events.
- Create SC Works Spartanburg poster for presentation in all partner facilities.
- Develop "elevator speech" for SC Works staff, Upstate WIB staff, and the Board that promotes not only SC Works Spartanburg, but all SC Works centers.

**SC Works Operational**

The flagship program funded by the WIB is the SC Works System. In order to maintain the highest level of quality and service, these centers must operate at a premium level. The many partners in the SC Works system are utilized to carry out much of the work in the centers. This requires consistent and meaningful partnership meetings and continual sharing of information. The more time we can convince our partners to be in the centers, the more services our customers can tap into onsite thus creating value for them. We realize that the skill shortage in manufacturing continues to grow. We have a monumental goal to change a cultural mindset that lingers in the past with images of old textile mills. The lack of skilled workers in the trades must also be a focus. We are seeing growth that yields more construction in the Upstate. If we do not tackle this area of need, wages in construction will continue to escalate which will drive-up the cost of doing business in the Upstate. The WIB must take on these long-term goals. We must work to change the mindset of students, parents, adults, and dislocated workers in order to fill more classrooms at our local training provider locations in the area of advanced manufacturing and the trades. This is necessary in order to fill the many jobs we have and anticipate to have in the future.

**Objective 1: WIB Staff and One Stop Committee to become more involved in helping resolve the problems with partners (primarily DEW as there is a lot of friction there).**

*Action Steps:*

- Conduct quarterly meetings to discuss issues and best practices (these can be held before or after One Stop Committee meetings if desired) so One Stop Committee members may attend.
- Have partners submit topics to WIB staff for discussion prior to the above meeting.
- Survey partners semi-annually to evaluate partnerships, gauge partner engagement, buy-in, and to solicit any constructive feedback.

**Objective 2: Hold employer facilitated workshops in the SC Works centers.**

*Action Steps:*

- Try a pilot project using three employers to facilitate workshops. Use their names on the flyers and website to generate more attendance.
- Reevaluate after the third workshop.
- Host HR panel discussion at each center yearly.

## **Youth Alliance Services**

2015 is the year that Generation X and Millennials are projected to replace Baby Boomers as the majority in the workplace. Developing a qualified workforce for the future is an obligation that we take seriously. We must develop and deliver programs that will not only train the employees of the future, but prepare them for jobs where they can be productive and make a meaningful contribution to their employer.

**Objective 1: Due to the shortage crisis, we must increase the pipeline of qualified manufacturing and trade workers by focusing on students in the Career Technology Centers of which there are five in our three county area.**

*Action Steps:*

- Meet with all Career Technology Center Directors to educate them on our efforts and gauge how many students are interested in these two areas of focus.
- Conduct orientation sessions with students in the five Career centers regarding the two focus areas.
- Take one business representative from the focus areas to each orientation session.
- Participate in career fairs and business job fairs at the centers.
- Allocate funds for 10 full scholarships to 10 students in each Career Technology Center for training in manufacturing or the trades and have press conferences at each school when awarding the scholarships.

**Objective 2: Parent education on manufacturing and the trades.**

*Action Steps:*

- Form a planning taskforce of educators, guidance staff, church leaders, Youth Alliance members, and other stakeholders to meet with the Business Roundtable to develop a plan for parent education on a mass level for each county. Submit plan to the Youth Alliance and WIB for approval.
- Consider neighborhood ambassadors to educate parents on these top two careers.

**Objective 3: Begin a manufacturing and trades focus in our WIA funded youth programs.**

*Action Steps:*

- ‘Walk our Talk’ by changing the occupational focus of our youth programs. Meet with staff from each program to begin redesign. Focus on one program in PY15 and the other one in PY16.
- Review other manufacturing and/or trade programs in the country to learn about and implement best practices. Target five programs for information.
- Develop a comprehensive list of training curriculums in the area focused on the two focus areas.
- Have a one day youth conference focused on manufacturing and trades for our WIA youth and allow some students from the schools to attend.
- Bring back the Construction Career Fair to educate local students about occupations in the trade industry
- Research grant opportunities, like the Plasti-Van grant, to promote manufacturing and the trades.

