



# **GREENVILLE COUNTY**

## **Workforce Development Board**

*Preparing the workforce, growing our economy*

# **New Board Member Orientation**

Equal Opportunity Employer/Program

Auxiliary aids and services are available upon request to individuals with disabilities. TTY: 711

<http://greenville.scworks.org>



# Table of Contents

Overview	Page 1
SC Works Operator	Page 3
Calendar and Contacts	Page 8
Board Organizational Chart	Page 9
Purpose	Page 11
WIOA Overview	Page 14
SC Works One-Stop Center/American Job Center	Page 14
Regional Strategy	Page 16
Opportunities for Statewide Collaboration	Page 16
Profile	Page 18
Roles and Responsibilities	Page 19
Code of Conduct	Page 21
Tips for New Board Members	Page 22
Acronyms	Page 23
Attachment A – 2017 GCWDB Meeting Calendar	Page 28
Attachment B – 2017 GCWDB Membership Directory	Page 31
Attachment C – GCWDB Standing Committees	Page 37
Attachment D – GCWDB 2011 – 2016 Strategic Plan	Page 39
Attachment E – GCWDB Bylaws	Page 52
Attachment F – GCWDB Conflict of Interest Form	Page 60

## Overview

Greenville County Workforce Development (GCWD) administers the Workforce Innovation and Opportunity Act (WIOA) programs in Greenville County, SC. GCWD is led by the Greenville County Workforce Development Board (GCWDB) that oversees the local SC Works System (nationally branded as American Job Centers – AJCs). GCWD is established through a Chief Local Elected Official (CLEO) Agreement between the Greenville County Council, County of Greenville, and the Greenville County Workforce Development Board. GCWD has established a contract(s) with a service provider referred to as the SC Works Operator to ensure job seekers and businesses have access to a comprehensive array of job training and employment services. These services are provided at the SC Works Comprehensive Center or at satellite or affiliate locations.

GCWD is committed to supporting a demand-driven workforce system that will attract and grow businesses and the regional economy. To accomplish this, the GCWDB will:

- Facilitate meetings with policy makers, business, government agencies, economic development entities, education and training institutions and the public to better understand workforce needs and to identify solutions.
- Develop and implement comprehensive regional strategies to meet the education and job training needs of the workforce.
- Collect and analyze Labor Market Information (LMI) to identify employment trends, skill gaps and education and training needs and disseminate the information to policy makers, educators, business, workforce partners and job seekers.
- Oversee SC Works (AJC) Center locations in the Greenville County Region to provide a variety of services to employers and individuals seeking employment opportunities.
- Promote strategies to improve education levels and basic workplace skills needed to meet the need of companies and improve their competitiveness in today's marketplace.

- Support strategies that encourage life-long learning and continuous improvement of workplace skills.
- Advocate for the importance of workplace policy and provide perspective about the need for a skilled workforce.

## SC Works Operator

### Job Seeker and Business Services

SC Works Operators are encouraged to create partnerships with local business and industry by implementing a flexible workforce system that offers services to employers that cover a broad spectrum of needs including:

- Matching employers' job postings with qualified applicants.
- Working with state and local economic development entities to attract new employers.
- Providing economic and labor market information for a specific area, including wage and salary information that helps existing employers sustain and expand their business.
- Enabling rapid response to aid companies who are facing or trying to avert a layoff.
- Recruiting job candidates.
- Conducting pre-employment assessments for businesses, including new companies moving into the local workforce area.
- Matching local companies with educational institutions that provide specific employment certificate programs for jobs projected to be in demand in the local area's labor market.
- Testing and assessing the education, interests, aptitudes and skill levels of an employer's current workforce.
- Arranging education and skills training for new and current workers, including customized training for individual employers or industries.

- Sponsoring business-focused seminars on topics such as tax credits and local labor market conditions.

Services to **job seekers** must complement the employer's need by:

- Matching qualified job seekers with the right employer.
- Providing timely outreach and registration into the South Carolina Workforce Online System (SCWOS).
- Offering job search, job referral and placement assistance.
- Conducting career counseling.
- Maintaining and providing up-to-date Labor Market Information (LMI), including information on local/regional/national trends and job vacancies.
- Skills needed for Board-targeted demand occupations.
- Assessing skills and needs promptly.
- Assuring the availability of a local SC Works resource room (e.g. Internet access, resume writing, job search assistance, etc.).
- Disseminating information on available SC Works services.
- Conducting individual job development.
- Developing and providing job clubs and networking events.
- Creating Individualized Employment Plans.
- Providing short-term prevocational services including progress checks.
- Offering relevant occupational skills training.

- Combining workplace training with related instruction to foster a cooperative education.
- Offering job readiness training.
- Providing skills upgrading and retraining.
- Providing entrepreneurial training.
- Offering adult education and literacy.
- Providing On-the-Job Training (OJT).
- Offering customized training.

## MOU Attachment A: WIOA REQUIRED SERVICES

	Eligibility Deters.	Outreach & Orientation	Skills Assessments	Labor Exchange	Partner Referrals	Provision of LMI	Provision of Performance Information	Supportive Services	UI Filing	Financial Aid Assistance	Individual Career Services	Access to Training Services	Business Services
<b>REQUIRED PARTNERS</b>													
Adult, DW, and Youth	X	X	X		X		X	X		X	X	X	X
Adult Education (LL)		X	X	X	X	X					X	X	X
Adult Literacy/Adult Education (GLA)		X	X	X	X			X			X	X	X
Wagner-Peyser		X	X	X	X	X	X				X		X
Rehab.Programs for Indiv. w/Disabilities		X	X		X		X	X			X	X	X
Post-Sec. Career & Tech. Ed. (Perkins)			X							X	X	X	X
CSBG Employment and Training		X	X		X		X	X		X	X	X	
Native American Programs		X		X	X	X							
HUD Employment and Training		X	X		X			X	X	X	X	X	
Job Corps		X	X	X	X	X		X			X	X	X
Veterans Employment and Training		X	X	X	X	X	X				X		X
Migrant and Seasonal Farmworker		X		X	X	X	X				X		
Senior Community Svc. Employment		X	X	X	X	X		X			X	X	X
Trade Adjustment Assistance					X	X	X	X		X	X	X	
Unemployment Compensation		X	X	X	X	X			X		X		
YouthBuild		X	X	X	X			X			X	X	X
TANF		X	X	X	X	X		X		X	X	X	X
Second Chance Act													

**Eligibility Determinations:** Determination if an individual is eligible for WIOA Adult, DW, or Youth programs.

**Outreach & Orientation:** Information on and access to services in the SC Works system.

**Skills Assessments:** Initial assessment of skill levels including literacy, numeracy, English language proficiency, and aptitudes and abilities (including skills gaps).

**Labor Exchange:** Job search and placement assistance, career counseling, and non-traditional employment information.

**Partner Referrals:** Referrals to and coordination with programs and services within the SC Works system and other workforce programs.

**Provision of LMI:** Local, regional, and national labor market statistics including: job vacancy listings, skills needed to obtain those jobs, in-demand occupations and earnings, and advancement opportunities available.

**Provision of Performance Information:** Partner specific data on how local areas are performing on accountability measures relating to the area's overall SC Works system.

**Supportive Services:** Information relating to the availability of supportive services, such as child care and transportation, and referrals to supportive service programs, as needed.

**Unemployment Insurance Filing:** Information and assistance regarding filing claims for unemployment compensation.

**Financial Aid Assistance:** Assistance in establishing eligibility for financial aid programs not provided under WIOA.

**Individualized Career Services:** Individualized services provided to eligible customers, such as counseling and career planning, to help the customer obtain or retain employment.

**Access to Training Services:** Access to training services such as On-the-Job training, entrepreneurial, adult education and literacy, and customized training.

**Business Services:** Employer services, such as job fairs, recruitment assistance, and incumbent worker training, are made available to local employers.



## Calendar and Contacts

### MEETING CALENDAR

The Calendar of Greenville County Workforce Development Board and Committee meetings are included as Attachment A.

Schedules may change periodically due to unforeseen circumstances. For a detailed schedule of monthly meetings, visit our website at:

[http://greenville.scworks.org/onlineforms/meeting\\_calendar.pdf](http://greenville.scworks.org/onlineforms/meeting_calendar.pdf).

### BOARD DIRECTORY

A copy of the most recent GCWDB Directory is included in Attachment B and can be found on our website at:

[http://greenville.scworks.org/onlineforms/wib\\_directory.pdf](http://greenville.scworks.org/onlineforms/wib_directory.pdf).

### STAFF CONTACT LIST

The primary office for staff is located at:

Greenville County Workforce Development

McAlister Square

225 S. Pleasantburg Drive, Suite C11

Greenville, SC 29607

(864) 467-3620

<http://greenville.scworks.gov>

Dean E. Jones

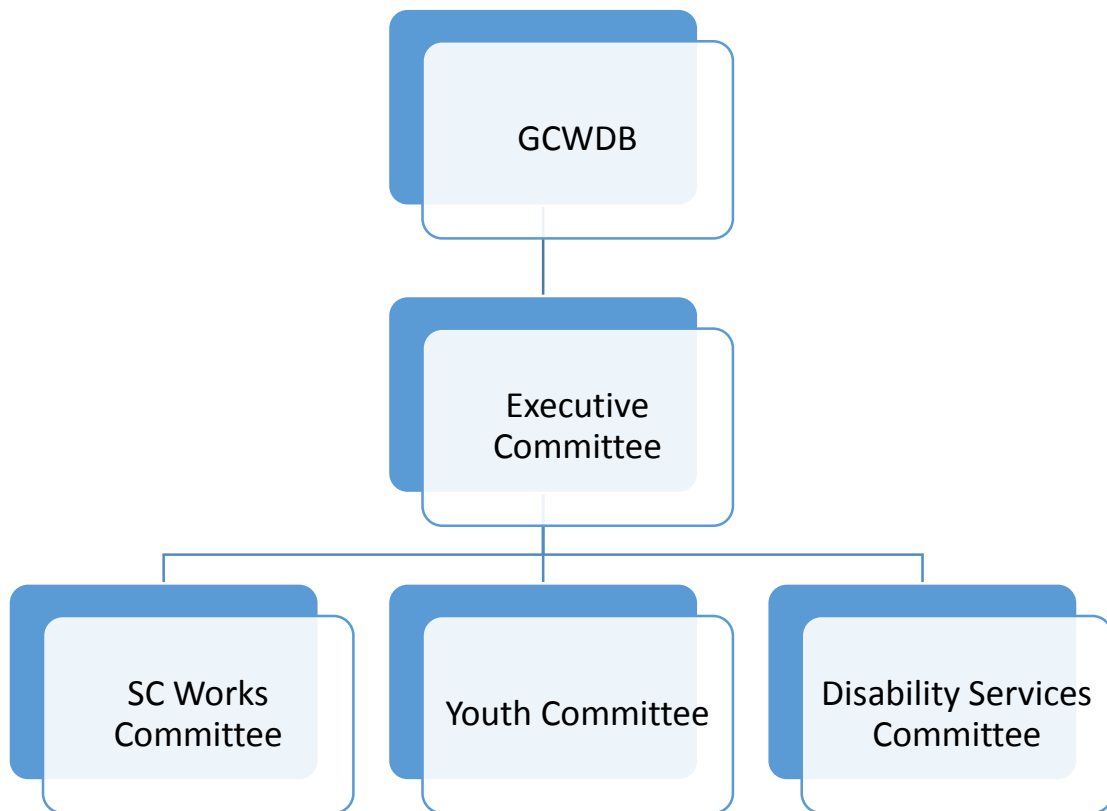
Director, Greenville County Workforce Development

Phone: (864) 467-3605

Fax: (864) 467-3603

Email: [dejones@greenvillecounty.org](mailto:dejones@greenvillecounty.org)

## Board Organizational Chart



The Executive Committee's purview includes making recommendations to the County of Greenville regarding the hiring, compensation, evaluation and discharge of the Board Director. The Director is an employee of the County of Greenville. The Executive Committee has the full authority of the GCWDB to act on decisions that need to be made between GCWDB meetings. The Executive Committee also focuses on financial matters, performance measures, official policies, and contractual partnerships. This committee includes the Board Chair and three (3) Standing Committee Chairs.

**SC Works Committee** is appointed by the Chair and contains representatives from workforce agencies who are mandated to participate in the system. The SC Works Committee oversees the SC Works System in Greenville County.

**Youth Committee** is appointed by the Chair and contains representatives from youth service agencies and those with expertise in working with young people. The Committee also is responsible for recommending youth training program contracts and providing oversight of the youth service providers and to ensure that the WIOA Youth Elements are made available to youth program participants and program outcomes are achieved.

**Disability Services Committee** is appointed by the Chair and contains representatives from entities with expertise in working with individuals with disabilities. The Committee's overall responsibility is to identify ways to increase the employment opportunities for individuals with intellectual and developmental disabilities or other individuals with significant disabilities in competitive, integrated employment.

A list of members for each committee can be found in Attachment C.

## Purpose

### WHAT IS THE GREENVILLE COUNTY WORKFORCE DEVELOPMENT BOARD (GCWDB)?

The Greenville County Workforce Development Board is a regional WDB that administers the federally funded Workforce Innovation and Opportunity Act (WIOA) programs in the Upstate of South Carolina. Workforce Development Boards were created under a 1998 federal law called the Workforce Investment Act (WIA) with a mandate to create a workforce development system that meets the needs of employers for qualified workers and by expanding employment opportunities for residents. On July 22, 2014, President Obama signed the Workforce Innovation and Opportunity Act (WIOA) (P. L. 113-128) into law.

Beyond what WIOA mandates, the Workforce Development Board has become a key player in the economic growth and competitiveness of our local area and the Greater Upstate region. In this larger role, the Workforce Development Board functions as a convener, an innovator, and a facilitator of strategic partnerships between the private sector, non-profit agencies, educational institutions, local elected officials, local government agencies, labor, and job training education programs.

### WHAT DOES THE GCWDB DO?

The Greenville County Workforce Development Board (GCWDB) has three major roles.

1. First, the GCWDB shapes workforce programs in Greenville County. Specifically, the GCWDB sets priorities, offers input based on real world experiences, ensures results, and offers solutions that are tailored to our local community and economy.
2. In addition, the GCWDB works to increase business investment in the workforce by promoting workforce programs within the business community, using the workforce system to find and train employees, leveraging their relationships and resources to enhance the workforce system, and recruits other leaders to join the Workforce Development Board.

3. Lastly, the GCWDB represents the SC Works system. GCWDB members advocate on workforce issues with policy-makers, and collaborate with other workforce and economic development professionals to identify best practices and opportunities for enhancement of the local SC Works system.

## MEMBERSHIP

Greenville County Workforce Development Board members are appointed by the Greenville County Council Chair. Members serve at the pleasure of the County Council Chair.

The majority of the members of the GCWDB must be business leaders. The Workforce Innovation and Opportunity Act also mandates that key decision makers from education, economic development, community based organizations, labor unions, training and human service agencies be represented on the GCWDB. Nonprofit organizations, community leaders, philanthropic and other stakeholders may also be appointed to serve on the GCWDB.

The required composition of the Greenville County Workforce Development Board is as follows:

- Ten (10) representatives of business in the local area who are owners, chief executives or operating officers of business or other business executives, including small businesses, business organizations, or human resources executives with optimum policy-making or hiring authority that provide employment opportunities in in-demand sectors or occupations as defined in WIOA.
- Two (2) representatives from Education and Training.
- Two (2) representatives of labor organizations and one (1) representative of an apprenticeship training program.

- Three (3) members or at least twenty percent (20%) of the total required membership must include representatives from governmental, economic and community development organizations.

The Greenville County Workforce Development Board directory can be found on Attachment B or on GCWDB website.

## WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) OVERVIEW

On July 22, 2014, President Obama signed the Workforce Innovation and Opportunity Act (WIOA) (Pub. L. 113-128) into law, concluding the reauthorization of the Workforce Investment Act (WIA) approximately 11 years after it was originally scheduled to be done. WIOA is a federally funded program designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy.

WIOA's centerpiece is to build a better aligned workforce system that takes a holistic approach to the programs, especially, Title I Occupational Education Programs and Title II Adult Basic Education Programs. There are numerous instances where WIOA either requires or facilitates better coordination between these programs, including participant co-enrollment. WIOA subjects all of the core programs in the bill, including vocational rehabilitation as well as Wagner-Peyser employment services, to the same accountability measures, replacing the current patchwork of different measures. Importantly, WIOA also updates the statute to reflect the fact that a post-secondary credential is increasingly necessary to attain a middle class lifestyle. WIOA makes a variety of changes to steer the system away from a "job-first" mentality to a structure that emphasizes obtaining a "recognized post-secondary credential" (a newly-defined term). This starts with the purposes of the act as expressed at the beginning of the statute.

## **SOUTH CAROLINA WORKS ONE-STOP CENTERS/AMERICAN JOB CENTERS**

American Job Centers were envisioned as the centerpiece of the workforce system bringing education and employment services and other workforce development efforts into one system.

At the American Job Center, employers and businesses can get their human resource needs met, including access to qualified employees from entry level to management; assistance with company downsizing and closing; up-to-date labor

market information; and information and access to state resources support skill upgrading of current employees.

Job seekers have access to career advisors, a database of employers and educational opportunities, and other types of support programs. In addition, computers, Internet, fax and copy machines, job postings, and a career library are all at the disposal of job seekers.

American Job Center One-Stop Partners must commit to all of the following responsibilities:

1. Make specified services available through the One-Stop Center.
2. Provide financial support to create and maintain the One-Stop Center and its services.
3. Enter into a Memorandum of Understanding (MOU) with the local Workforce Board regarding the operation of the One-Stop Center.
4. Participate in the operation of the One-Stop Center.

Greenville County has one (1) comprehensive SC Works One-Stop Center:

SC Works McAlister Square  
225 S. Pleasantburg Drive, Suite E1  
Greenville, SC 29607  
<http://greenville.scworks.org>  
Hours of Operation: M – F, 8:30 a – 5:00 p



## REGIONAL STRATEGY

Our regional priorities agenda includes:

- Focus on industry sector strategies (Current industry focus is Diversified Manufacturing).
- Identify solutions to build the supply continuum.
- Support system development and integration of services.

By building systemic change strategies, the GCWDB supports an education and workforce system that is aligned with the skills that businesses need in the local area and ensures the economic vitality of the region.

## OPPORTUNITIES FOR STATEWIDE COLLABORATION

- Promote the sharing of information among Local Workforce Development Boards, Chief Elected Officials, SC Works Partners and other interested parties.
- Formulate policy positions that impact Local Workforce Innovation and Opportunity Areas and communicate those positions at both the state and federal level.
- Actively promote employment and training, economic development and educational systems.
- Enhance local systems by aggressively pursuing coordination, resource sharing and the reduction of duplicated services.
- Provide input into the formulation of state guidelines and procedures that directly affect Local Workforce Innovation and Opportunity Areas.

- Address local employment and training, economic development, welfare reform and educational issues.
- Work with federal, state and local entities to ensure continuous quality staff development.

## **PROFILE**

### **Our Vision Statement**

Stakeholders will recognize the Greenville County Workforce Development (GCWD) System as a “best practice” system for consistently meeting or exceeding performance standards and delivery of superior results.

### **Our Mission Statement**

To create and oversee public policy that drives a challenging workforce development environment and rewards customers by focusing on career development and full employment – as a foundation for continued economic growth that benefits the whole community.

### **Strategic Plan**

A copy of the most recent Strategic Plan is included in Attachment D.

### **Bylaws**

A copy of the most recent Bylaws is included in Attachment E.

## Roles and Responsibilities

### BASIC RESPONSIBILITIES OF THE WORKFORCE DEVELOPMENT BOARD

Workforce Development Boards assume critical leadership roles in the local workforce system. To ensure a comprehensive workforce system, your local workforce board plans, oversees, and evaluates in order to:

- Build links between workforce and economic development and related activities.
- Convene industry-specific groups and general business organizations to identify occupational skill needs and to discuss basic employment skill requirements.
- Form strategic alliances, negotiate relationships and broker resources.
- Identify training service providers and require that they meet industry standards.
- Ensure that training meets business and labor market needs.
- Designate, certify, and oversee SC Works operators.
- Create measures of customer satisfaction.
- Establish systems for gathering and publicizing local employment statistics.
- Leverage local donations to secure state and federal matching funds.
- Assess effectiveness of local workforce solutions.

## TYPICAL BOARD AND STAFF RESPONSIBILITIES

Through the board's guidance and direction, board staff responsibilities include, but are not necessarily limited to:

- Carrying out the board's decisions and ensuring implementation of the plan by the service provider(s).
- Devising methods for reaching out to various industry sectors and business organizations.
- Informing the board about labor market trends and current job skills requirements of area employers and the skills of the area labor force.
- Developing plans and budgets.
- Negotiating, processing, and managing contracts for workforce services.
- Measuring performance and analyzing outcomes.
- Reporting information to the board and the state, such as status of services, programs, agreements, expenditures and performance measures.
- Recommending service improvement options.

It is important that board members ensure that board staff fully understands:

- The board's vision, mission, and objectives.
- The board's focus on employer needs.
- The board's strategic plan.
- Board expectations and staff responsibilities.

## SIMPLIFIED CODE OF CONDUCT

If you, an immediate family member, or the business or organization that you work for or represent has a personal interest in any Board action, you must:

- Declare the conflict of interest verbally or in writing for the record.
- Not participate in making the decision or influencing the staff implementing the decision.
- Not lobby for or against the decision.
- Abstain from voting.

A copy of the South Carolina Code of Laws – Title 8 – Chapter 13 – Ethics, Government Accountability, and Campaign Reform can be found on the South Carolina Statehouse website at:

<http://www.scstatehouse.gov/code/t08c013.php>.

A copy of the Board's Conflict of Interest Form can be found in Attachment F.

## SOME TIPS FOR NEW WORKFORCE BOARD MEMBERS

For a new Workforce Development Board member, the workforce system can be confusing. Here are some tips that may help new board members get started.

1. **Study the economy.** Your value as a board member is greatly enhanced as your insight into the local economy and job market increases. Useful information is available from a variety of sources.
2. **Meet the customers.** Any quality organization must be responsive to customer needs. The WDB's primary customers are job seekers, businesses, disadvantaged adults and youth as well as the general public. The purpose of the WDB is to assist businesses in finding, developing and retaining a quality workforce, and to support and train job seekers to enter subsidized employment.
3. **Find out about education and training.** Visit local schools, community colleges, community-based organizations and other programs, which are involved in workforce development. Find out what their enrollment levels are, how they determine their course offerings and what happens to their graduates and/or their dropouts.
4. **Review.** Review the GCWDB's Strategic Local Plan for Program Years 2017-2020, annual report and more by visiting the GCWDB website or by contacting staff.
5. **Get to know the Board Staff and Service Providers.** The professionals who staff the Board are your best source of information about the daily operations of the board.

<b><u>Acronym</u></b>	<b><u>Definition</u></b>
A	Adult
ABE	Adult Basic Education
ADA	Americans Disabilities Act of 1990
AJC	American Job Center
ARRA	American Recover and Reinvestment Act
BLS	Bureau of Labor Statistics
BOS	Board of Supervisors
BWF	Base Wage File
CFR	Code of Federal Regulations
CLEO	Chief Local Elected Official
CSA	Cost Sharing Agreement or Cost Sharing Allocation
CTE	Career Technical Education
DOL	Department of Labor
DOLETA	Department of Labor, Employment & Training Administration
DOT	Dictionary of Occupational Titles or Department
DOT	Department of Transportation
DVOP	Disabled Veterans Outreach Program
DW	Dislocated Worker



EAS	Employment Assistance Program
ED	Economic Development
EEO	Equal Employment Opportunity
ESL	English as a Second Language
ETA	Employment & Training Administration
ETPL	Eligible Training Provider List
FLSA	Fair Labor Standards Act
FY	Fiscal Year
GCWD	Greenville County Workforce Development
GCWDB	Greenville County Workforce Development Board
GED	General Equivalency Diploma
HSED	High School Equivalency Diploma
HUD	Housing and Urban Development
IEP	Individual Employment Plan
ILP	Independent Living Program
ITA	Individual Training Account
LMI	Labor Market Information
LWDA	Local Workforce Development Area
LWDB	Local Workforce Development Board

MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MSA	Metropolitan Statistical Area
NAICS	North American Industry Classification System
NAWB	National Association of Workforce Boards
NEG	National Emergency Grant
O*NET	Occupational Information Network
OJT	On-the-Job Training
OMB	Office of Management and Budget
OS or OSY	Out-of-School or Out-of-School Youth
PY	Program Year
RFP	Request for Proposal
RFQ	Request for Qualifications
RR	Rapid Response
SCDEW or DEW	South Carolina Department of Employment and Workforce
SCDOE	South Carolina Department of Education
SCDOT	South Carolina Department of Transportation
SCDSS	South Carolina Department of Social Services

SCVRD	South Carolina Vocational Rehabilitation Department
SCWOS	South Carolina Works Online System
SDA	Service Delivery Area
SFP	Solicitation for Proposal
SNAP	Supplemental Nutrition Assistance Program
SP	Service Provider
STEM	Science, Technology, Engineering and Math
SWDB	State Workforce Development Board
T&A	Time and Attendance
TA	Technical Assistance
TAA	Trade Adjustment Assistance
TABE	Test for Adult Basic Education
TANF	Temporary Assistance for Needy Families
TEGL	Training and Employment Guidance Letter
TEN	Training and Employment Notice
TGAA	Trade Globalization Adjustment and Assistance Act
UC	Unemployment Compensation
UI	Unemployment Insurance
VA	Veterans Administration

VR	Vocational Rehabilitation
WARN	Worker Adjustment and Retraining Notification
WDB	Workforce Development Board
WEX	Work Experience
WIOA	Workforce Innovation and Opportunity Act
WOTC	Work Opportunity Tax Credit
WP	Wagner Peyser

## **Attachment A – Meeting Calendar**

A copy of the GCWDB meeting calendar is available on our website at:  
[http://www.greenvillewib.com/onlineforms/meeting\\_calendar.pdf](http://www.greenvillewib.com/onlineforms/meeting_calendar.pdf)

## Greenville County Workforce Development Board 2018 Meeting Calendar

### Greenville WDB (2<sup>nd</sup> Wednesday every other month)\*

Date	Time	Location
January 10, 2018	11:30 a.m. – 1:00 p.m.	SC Works McAlister Square, Suite E-1
March 14, 2018	11:30 a.m. – 1:00 p.m.	SC Works McAlister Square, Suite E-1
May 9, 2018	11:30 a.m. – 1:00 p.m.	SC Works McAlister Square, Suite E-1
July 11, 2018	11:30 a.m. – 1:00 p.m.	SC Works McAlister Square, Suite E-1
September 12, 2018	11:30 a.m. – 1:00 p.m.	SC Works McAlister Square, Suite E-1
November 14, 2018	11:30 a.m. – 1:00 p.m.	SC Works McAlister Square, Suite E-1

For more information, contact Doug Dorman at (864) 797-7968 or [ddorman@ghs.org](mailto:ddorman@ghs.org) or Dean Jones at (864) 467-3620 or [dejones@greenvillecounty.org](mailto:dejones@greenvillecounty.org).

### Executive Committee (1<sup>st</sup> Tuesday every other month)\*

Date	Time	Location
February 6, 2018	11:30 a.m. – 1:00 p.m.	SC Works McAlister Square, Suite C-11
April 3, 2018	11:30 a.m. – 1:00 p.m.	SC Works McAlister Square, Suite C-11
June 5, 2018	11:30 a.m. – 1:00 p.m.	SC Works McAlister Square, Suite C-11
August 7, 2018	11:30 a.m. – 1:00 p.m.	SC Works McAlister Square, Suite C-11
October 2, 2018	11:30 a.m. – 1:00 p.m.	SC Works McAlister Square, Suite C-11
December 4, 2018	11:30 a.m. – 1:00 p.m.	SC Works McAlister Square, Suite C-11

For more information, contact Doug Dorman at (864) 797-7968 or [ddorman@ghs.org](mailto:ddorman@ghs.org), or Dean Jones at (864) 467-3620 or [dejones@greenvillecounty.org](mailto:dejones@greenvillecounty.org).

### Youth Committee (Quarterly)

Date	Time	Location
February 27, 2018	12:00 p.m. – 1:00 p.m.	SC Works McAlister Square, Suite E-1
May 22, 2018	12:00 p.m. – 1:00 p.m.	SC Works McAlister Square, Suite E-1
August 28, 2018	12:00 p.m. – 1:00 p.m.	SC Works McAlister Square, Suite E-1
November 27, 2018	12:00 p.m. – 1:00 p.m.	SC Works McAlister Square, Suite E-1

For more information, contact Eva Anagnostis at (864) 467-3620 or [eanagnostis@greenvillecounty.org](mailto:eanagnostis@greenvillecounty.org)

### SC Works Committee (Quarterly)

Date	Time	Location
January 23, 2018	12:00 p.m. – 1:00 p.m.	SC Works McAlister Square, Suite E-1
April 24, 2018	12:00 p.m. – 1:00 p.m.	SC Works McAlister Square, Suite E-1
July 24, 2018	12:00 p.m. – 1:00 p.m.	SC Works McAlister Square, Suite E-1
October 23, 2018	12:00 p.m. – 1:00 p.m.	SC Works McAlister Square, Suite E-1

For more information contact Dean Jones at (864) 467-3620 or [dejones@greenvillecounty.org](mailto:dejones@greenvillecounty.org)

### Committee on Services to Individuals with Disabilities (Quarterly)

Date	Time	Location
March 27, 2018	12:00 p.m. – 1:00 p.m.	SC Works McAlister Square, Suite C-11
June 26, 2018	12:00 p.m. – 1:00 p.m.	SC Works McAlister Square, Suite C-11
September 25, 2018	12:00 p.m. – 1:00 p.m.	SC Works McAlister Square, Suite C-11
December 11, 2018	12:00 p.m. – 1:00 p.m.	SC Works McAlister Square, Suite C-11

For more information, contact Dean Jones at (864) 467-3620 or [dejones@greenvillecounty.org](mailto:dejones@greenvillecounty.org).

\*Unless otherwise noted

# Greenville Workforce Development Board - 2018 Meeting Calendar

# 2018

January							February							March							April						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
31	1	2	3	4	5	6	28	29	30	31	1	2	3	25	26	27	28	1	2	3	1	2	3	4	5	6	7
7	8	9	10	11	12	13	4	5	6	7	8	9	10	4	5	6	7	8	9	10	8	9	10	11	12	13	14
14	15	16	17	18	19	20	11	12	13	14	15	16	17	11	12	13	14	15	16	17	15	16	17	18	19	20	21
21	22	23	24	25	26	27	18	19	20	21	22	23	24	18	19	20	21	22	23	24	22	23	24	25	26	27	28
28	29	30	31	1	2	3	25	26	27	28	1	2	3	25	26	27	28	29	30	31	29	30	1	2	3	4	5
4	5	6	7	8	9	10	4	5	6	7	8	9	10	1	2	3	4	5	6	7	6	7	8	9	10	11	12

May							June							July							August						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
29	30	1	2	3	4	5	27	28	29	30	31	1	2	1	2	3	4	5	6	7	29	30	31	1	2	3	4
6	7	8	9	10	11	12	3	4	5	6	7	8	9	8	9	10	11	12	13	14	5	6	7	8	9	10	11
13	14	15	16	17	18	19	10	11	12	13	14	15	16	15	16	17	18	19	20	21	12	13	14	15	16	17	18
20	21	22	23	24	25	26	17	18	19	20	21	22	23	22	23	24	25	26	27	28	19	20	21	22	23	24	25
27	28	29	30	31	1	2	24	25	26	27	28	29	30	29	30	31	1	2	3	4	26	27	28	29	30	31	1
3	4	5	6	7	8	9	1	2	3	4	5	6	7	5	6	7	8	9	10	11	2	3	4	5	6	7	8

September							October							November							December						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
26	27	28	29	30	31	1	30	1	2	3	4	5	6	28	29	30	31	1	2	3	25	26	27	28	29	30	1
2	3	4	5	6	7	8	7	8	9	10	11	12	13	4	5	6	7	8	9	10	2	3	4	5	6	7	8
9	10	11	12	13	14	15	14	15	16	17	18	19	20	11	12	13	14	15	16	17	9	10	11	12	13	14	15
16	17	18	19	20	21	22	21	22	23	24	25	26	27	18	19	20	21	22	23	24	16	17	18	19	20	21	22
23	24	25	26	27	28	29	28	29	30	31	1	2	3	25	26	27	28	29	30	1	23	24	25	26	27	28	29
30	1	2	3	4	5	6	4	5	6	7	8	9	10	2	3	4	5	6	7	8	30	31	1	2	3	4	5

	Greenville WDB Meeting (2nd Wednesday every other month) *
	Executive Committee Meeting (1st Tuesday every other month) *
	Youth Committee Meeting (Quarterly)
	SC Works Committee Meeting (Quarterly)
	Committee on Services to Individuals with Disabilities Meeting (Quarterly)

\*Unless otherwise noted

## **Attachment B – GCWDB Membership Directory**

A copy of the GCWDB Membership Directory can be found on our website at:

[http://www.greenvillewib.com/onlineforms/wib\\_directory.pdf](http://www.greenvillewib.com/onlineforms/wib_directory.pdf).



**Greenville County  
Workforce Development Board (GCWDB)  
2017-2018 Membership Directory**

<u>Name/Business</u>	<u>Category</u>	<u>Term</u>
<b>Dorman, Doug (GCWDB Chair)</b> V. P. of Human Resources Greenville Health System 300 McBee Avenue, Suite 201 Greenville, SC 29601 Phone: (864) 797-7909 Fax: (864) 455-5959 Email: <a href="mailto:ddorman@ghs.org">ddorman@ghs.org</a>	Business	7/1/15-6/30/20
<b>Dunaway, Robbie</b> Technical Training Manager Michelin North America One Parkway South Greenville, SC 29615 Phone: (864) 314-4314 Email: <a href="mailto:Robbie.dunaway@michelin.com">Robbie.dunaway@michelin.com</a>	Business	4/4/17-6/30/18
<b>Edwards, Kathleen</b> Resident Engineer Brose Automotive 1171 Howell Road Duncan, SC 29334 Phone: (864) 248-1567 Email: <a href="mailto:Kathy.Edwards@brose.com">Kathy.Edwards@brose.com</a>	Business	7/1/15-6/30/19
<b>Gillespie, Ronny</b> Apprenticeship Training Director Walker & Whiteside, Inc. Electrical Contractors P.O. Box 5777 Greenville, SC 29606 Phone: (864) 242-4820 Email: <a href="mailto:rgillespie@walkerwhiteside.com">rgillespie@walkerwhiteside.com</a>	Registered Apprenticeship	7/1/15-6/30/18
<b>Harris, Vernita</b> Director of Training & Recruitment Auro Hotels 60 Pointe Circle Greenville, SC 29615 Phone: (864) 248-1567 Email: <a href="mailto:vharris@aurohotels.com">vharris@aurohotels.com</a>	Business	1/23/17-6/30/18

<u>Name/Business</u>	<u>Category</u>	<u>Term</u>
<b>Jannack, Andrea</b> Human Resources Director Fitesa Simpsonville 840 SE Main Street Simpsonville, SC 29681 Phone: (864) 967-5607 Email: <a href="mailto:ajannack@fitesa.com">ajannack@fitesa.com</a>	Business	7/1/15-6/30/18
<b>Knox, Robyn</b> Director, Human Resources GNC/Nutra Manufacturing 1050 Woodruff Road Greenville, SC 29607 Phone: (864) 987-3585 Email: <a href="mailto:robyn.knox@nutramfg.com">robyn.knox@nutramfg.com</a>	Business	7/1/15-6/30/18
<b>McCullough, Shawn</b> General Manager ML Builders, LLC 118 Renaissance Circle Mauldin, SC 29662 Phone: (864) 275-2664 Email: <a href="mailto:shawn@mlbuilderssc.com">shawn@mlbuilderssc.com</a>	Business (Small Business)	2/7/17-6/30/18
<b>Michaels, Patrick</b> CEO – Executive Director Goodwill Industries 115 Haywood Road Greenville, SC 29607 Phone: (864) 351-0135 Fax: (864) 351-0062 Email: <a href="mailto:pmichaels@goodwillsc.org">pmichaels@goodwillsc.org</a>	Community-Based Organization SC Works Partner	7/1/15-6/30/18
<b>Panasko, Michael</b> Business Development Manager City of Greenville Economic Development Department 206 S. Main Street, P. O. Box 2207 Greenville, SC 29602 Phone: (864) 467-4442 Email: <a href="mailto:mpanasko@greenville.gov">mpanasko@greenville.gov</a>	Governmental, Economic Development	5/20/16-6/30/20

<u>Name/Business</u>	<u>Category</u>	<u>Term</u>
<b>Pitts, Larry C.</b> H. R. Director Bon Secours-St. Francis Health System 1 St. Francis Drive Greenville, SC 29601 Phone: (864) 255-1197 Fax: (864) 255-1013 Email: <a href="mailto:larry_pitts@bshsi.org">larry_pitts@bshsi.org</a>	Business	7/1/15-6/30/19
<b>Stanton, Kathy</b> Regional Manager SCDEW 225 S. Pleasantburg Drive, Suite E-1 Greenville, SC 29607 Phone: (864) 467-8838 Email: <a href="mailto:Kstanton@dew.sc.gov">Kstanton@dew.sc.gov</a>	Government, Wagner-Peyser SC Works Partner	9/1/16-6/30/18
<b>Tully, John</b> President/COO Michelin Development Company 411 University Ridge Greenville, SC 29601 Phone: (864)751-4808 Fax: (864)751-4941 Email: <a href="mailto:john.tully@michelin.com">john.tully@michelin.com</a>	Business	7/1/15-6/30/20
<b>Turnipseed, David</b> Area Supervisor SC Vocational Rehabilitation 105 Parkins Mill Road Greenville, SC 29607 Main Telephone: (864) 297-3066 Main Fax: (864) 675-9144 Email: <a href="mailto:dturnipseed@scvrd.state.sc.us">dturnipseed@scvrd.state.sc.us</a>	Governmental, Vocational Rehabilitation SC Works Partner	7/1/15– 6/30/20
<b>Welch, Chuck</b> Director of Lifelong Learning Greenville County Schools 206 Wilkins Street Greenville, SC 29605 Phone: (864) 241-3385 Fax: (864) 241-3548 Email: <a href="mailto:cwelch@greenville.k12.sc.us">cwelch@greenville.k12.sc.us</a>	Adult Education SC Works Partner	7/1/15– 6/30/19

<u>Name/Business</u>	<u>Category</u>	<u>Term</u>
<b>Whirl, Jermaine</b> VP of Economic Development and Corporate Training Greenville Technical College 216 S. Pleasantburg Drive PO Box 5616 Greenville, SC 29606 Phone: (864) 250-8601 Fax: (864) 250-8477 Email: <a href="mailto:jermaine.whirl@gvltec.edu">jermaine.whirl@gvltec.edu</a>	Post-secondary Education SC Works Partner	10/21/16-6/30/18

## **GREENVILLE WDB COMPOSITION**

### **Business (53%)**

1. Dorman, Doug
2. Dunaway, Robbie
3. Edwards, Kathleen
4. Harris, Vernita
5. Jannack, Andrea
6. Knox, Robyn
7. McCullough, Shawn
8. Pitts, Larry
9. Tully, John
10. Vacant

### **Education & Training**

1. Welch, Chuck
2. Whirl, Jermaine

### **Not Less Than 20%**

1. Gillespie, Ronny (Registered Apprenticeships)
2. Michaels, Patrick (Community-Based Organization)
3. Vacant (Labor Organization)
4. Vacant (Labor Organization)

### **Governmental, Economic, & Community Development**

1. Panasko, Michael
2. Stanton, Kathy
3. Turnipseed, David

## **Attachment C – GCWDB Committee Assignments**

**Greenville County Workforce Development Board**  
**Standing Committee Directory**  
**Updated: May 9, 2018**

**Executive Committee**

Dorman, D. Douglas, Chair  
Panasko, Michael  
Stanton, Kathy  
Turnipseed, David

**SC Works Committee**

Stanton, Kathy, Chair  
Forbes, Bruce  
James, Beverly  
Neeley, Michelle  
Reynolds, Kimberly  
Slaughter, Joyce  
Turnipseed, David  
Welch, Chuck  
Whirl, Dr. Jermaine  
Worthy, Mary Louise

**Youth Committee**

Panasko, Michael, Chair  
Blankenship, Jay  
Donald, Nita  
Foster, Tiffany  
Floyd, Frank  
Knox, Robyn  
Leamon, Nyroba  
Ligon, Teresa  
Miller, Robin  
Reynolds, Kimberly  
Sevilla, Richard  
Swanger, Donna

**Disability Services Committee**

Turnipseed, David, Chair  
Alexander, Alan  
Bolds, Sharadia  
Carino, Jim  
Pitts, Larry  
Teachey, Michael

## **Attachment D – GCWDB Strategic Plan**





**GREENVILLE COUNTY**  
**Workforce Development Board**

*Preparing the workforce, growing our economy*

# Strategic Plan

For Years 2017 - 2020

# Strategic Plan

For Years 2017 - 2020

## *Introduction*

This Greenville County Workforce Development Board (GCWDB) has updated its' Strategic Plan for years 2017 – 2021. The GCWDB is a partnership between the County of Greenville, Chief Elected Official, economic development, education and training entities, local/state/federal governmental agencies, and business leaders who work together to ensure that the residents of the region have the skills necessary to meet present and future needs of employers. To do so, the GCWDB oversees local investments in training and education for residents, aligning these investments with emerging employment opportunities. Because the GCWDB is always seeking to ensure that residents have the skills necessary in tomorrow's workforce, it is critically important that the GCWDB think strategically about how to invest and manage our training resources.

This strategic plan describes the GCWDB's approach to meeting that mandate, and offers guidelines to support GCWDB members in analyzing the needs of the region's employers for skilled workers, and in finding ways to meet those training and education needs on behalf of both workers and employers. The role of the GCWDB, as is presented in this document, is to align local educational and training investments with the practical needs of the workplaces in which our residents will find employment. An equally important function of the GCWDB is to align its strategies with economic development partners to ensure the continued economic viability of our region for current and potential employers. This alignment is vital if we are to retain those businesses upon which we depend but who cannot stay here if the workforce cannot fulfill their needs.

The State Workforce Development Board (SWDB) previously approved "High Performing" Standards for local Workforce Development Boards (WDBs) to evaluate its effectiveness and responsiveness to labor market demands. Through the *High Performing* WDB initiative, standards were identified for the state's workforce system and the GCWDB continues to apply the standards today.

## *High Performing Standards*

• • •

- Board Establishment
- Strategic Planning
- Resource Alignment
- Support for a Quality One-Stop System
- Support for Youth
- Program and Funding Oversight
- Fiscal and Performance Accountability
- Regional Collaboration (locally-defined)

## *Vision, Goals, and Strategies*

### **VISION OF THE LOCAL PLAN**

Our region will have economic prosperity through a diverse and career ready workforce that addresses the current and future needs of individuals and businesses.

### **GOALS OF THE LOCAL PLAN**

1. To increase education and employment opportunities for all workers in Greenville County thereby enabling them to fill the jobs that are in demand.
2. To build employer-led industry sector partnerships focused on better understanding the skills that employers need and connecting skilled workers to those opportunities.

### **STRATEGIES OF THE LOCAL PLAN**

- Regional Collaboration
- Business Engagement
- Work Ready Communities
- Youth Pipeline

#### ***SC TALENT PIPELINE PROJECT VISION STATEMENT***

*South Carolina will have a strong talent development system that supports strong regional economies by aligning the resources for all partners, public and private, toward developing a workforce supply chain that enhances development of consensus-based targeted industry sectors and creates meaningful career pathways for a range of workers and skill levels in important regional industries. The system will be characterized by a sustained, trusted relationship among the workforce system, education, economic development, and industry.*

### ***Strategic Element #1: Regional Collaboration***

Regional collaboration reduces duplication and increases the efficiency of workforce services and outreach efforts.

#### **ECONOMIC REGIONS**

Agency collaborations, both within the local area and across the regions, is what Congress envisioned for the workforce investment system when it passed the Workforce Innovation and Opportunity Act (WIOA) in 2014. WIOA recognizes that Local Workforce Development Boards (LWDBs) may have to partner across their borders in order to best serve regional economies. LWDB boundaries do not always align with those of regional economies and the numbers of workers who are willing to commute and to conduct business across broader areas. The Greater Upstate Region consists of four

(4) LWDBs: Greenville County WDB (Greenville County), Upstate Workforce Board (Spartanburg, Cherokee, and Union Counties), WorkLink WDB (Anderson, Pickens, and Oconee Counties), Upper Savannah WDB (Laurens, Abbeville, Greenwood, Newberry, McCormick, Saluda, and Edgefield Counties).

#### **GREATER UPSTATE REGION**



#### **LOCAL AND REGIONAL PLANNING**

The WIOA plan serves as an action plan to develop, align, and integrate service delivery strategies and resources locally as well as among the multiple local areas within a region. LWDBs and chief elected officials in each planning region are required to engage in processes that result in the preparation and submission of a [local area plan](#) and a single [regional plan](#).

#### **PERFORMANCE MILESTONES**

- Evaluation of existing regional service delivery strategies to be expanded, streamlined, or eliminated;
- Creation of new regional service strategies necessary to address regional educational and training needs;
- Strategies to address geographic advantages;
- Cooperative service delivery agreements between the regional LWDBs;
- A regional communication plan and quarterly meetings

## ***Strategic Element #2: Business Engagement***

Businesses take lead in the identification and development of sector strategies and career pathway development maps

### **BUILDING PARTNERSHIPS**

The Workforce Innovation and Opportunity Act (WIOA) place great emphasis on engaging business in the development of workforce solutions. The Act identifies business as a primary customer of the workforce system. But in order for the workforce system to maximize its full potential of business engagement, it must partner with businesses in order to know what skills are needed. Businesses can help identify, create, and implement effective workforce solutions. Placing more emphasizing business engagement does help to create more activity, collection of survey data, outreach, or other meetings. However, increasing outreach efforts does not necessarily guarantee there will be more engagement. The public workforce system has been criticized by some as being a system of disconnected parts or that training is poorly matched to industry demand. Therefore, business engagement or outreach will not remedy these issues.

### **BUSINESS ENGAGEMENT, ALIGNMENT AND COORDINATION**

In order to address business engagement issues, businesses must be provided with easier access to the workforce system and receive clearer understanding of the benefits of working together. Successful business engagement is about creating better understanding of the value the workforce system can offer businesses and delivering that value by aligning and coordinating disconnected parts across the system to provide effective workforce solutions. Successful business engagement enlists businesses as a partner in the identification, development, implementation, and investment in workforce solutions. It also makes services and products more user-friendly, transparent, and accessible and constantly seeks to find more effective ways to leverage resources and to address the long-term issues. This results in all system partners playing an important role by bringing to the table specific resources to develop, support, educate, and train the workforce in the region, and a commitment to better engage businesses in doing so. Working in isolation to create business services or awareness results in a fragmented approach where you find businesses asking the same questions repeatedly or you find that others may be left out of the conversation completely. Creating an aligned and coordinated approach conveys the full significance of the system and increases its efficiency and likelihood that employers will realize the value from the system.

### **PERFORMANCE MILESTONES**

- Provision of the SC Works business services per State Instruction 16-09.
- Increased number of businesses utilizing the SC Works System; and increased number of businesses reporting satisfaction with the services they receive by 5% annually;
- Have at least one sector partnership in development in each workforce region. Use the monthly Talent Pipeline Report to show progress over time.
- Increased resources for work-and-learn opportunities, including on-the-job training (OJT), apprenticeship, internships, job shadowing, and incumbent worker training (IWT).
- Increase the amount of work-based training, including on-the-job training (OJT), apprenticeship training, incumbent worker training (IWT), job shadowing, and internships.
- Train at least 25 percent of the workforce system on the implementation of sector partnerships.

### ***Strategic Element #3: Work Ready Communities***

The ACT® WorkKeys® National Career Readiness Certificate Program is the premier job readiness assessment tool.

#### **WORK READY COMMUNITIES**

An ACT® Work Ready Community is one where the supply of ACT® WorkKeys National Career Readiness Certificates (NCRC™) earned by individuals is matched with a demand for ACT® WorkKeys NCRC™ from employers who either recognize or recommend the credential. The ACT® WorkKeys NCRC measures an individual's foundational workplace skills such as math, reading, information and locating skills required for a majority of jobs. The ACT® WorkKeys NCRC™ compliments traditional credentials such as high school diplomas, post-secondary degrees and certifications of technical proficiency.

#### **SUPPORTING THE ACT® WORKKEYS NCRC™**

Greenville County is a participating county in the Work Ready Communities program and offers a suite of ACT® WorkKeys assessments and job profiling. ACT® developed a methodology for establishing the county goals proportionate to a community's size. Once certified, the county may continue to be recognized as a Work Ready Community by obtaining the ACT® established county maintenance goals.

- NCRC™ County Goal: **4,002**
- Actual County NCRC™: **13,705**

#### **PERFORMANCE MILESTONES**

- Validation that a percentage of the county's worker population is awarded a foundational workplace skill credential
- Increase the number of businesses who recognize or recommend the credential
- Increase the pool of *work ready* job applicants
- Greenville County is a recognized ACT® Work Ready Community



### ***Strategic Element #4: Youth Pipeline***

Enhance partnerships with businesses and service providers in order to increase work-based learning opportunities for youth.

#### **WORKFORCE DEVELOPMENT APPROACH**

Research and experience have identified key components for effective workforce development approaches for young people by equipping them with the credentials and skills they need to secure employment with opportunities for career advancement in their local labor market. Research has consistently verified evidence-based components for effective workforce development programs to include:

- Combined academic and technical training, including a focus on employability skills; career pathway maps;
- Comprehensive social and other support services (e.g., counseling, housing supports, job placement, academic advising); connections to employers; and understanding viable employment opportunities in the local labor market;
- Early work experiences (e.g., paid employment, internship, or work-based learning) are especially critical for young people.

#### **CAREER PATHWAYS**

The most effective place-based programs have significant and sustained employer engagement and are embedded in career pathways, an integrated education and training approach that can be found in many different youth workforce programs. Career pathways integrate academics, training, work experience, and may also include other wraparound support services in order to provide an accelerated path to credentials or diplomas in demand in the local labor market.

#### **PERFORMANCE MILESTONES**

- Increased partnerships between youth service providers, vocational/technical schools and technical/community colleges
- A sustained business engagement plan
- Increase the number of youth to participate in work based activities annually by 2 percent.

## Strategic Plan Summary

STRATEGIC ELEMENT	STRATEGY	GCWDB ROLE	OUTCOMES
Regional Collaboration	Regional Collaboration reduces duplication and increases the efficiency of workforce services and outreach efforts	Provide general oversight to the process. Adopt the regional plans.	<ul style="list-style-type: none"> <li>▪ Evaluation of existing regional service delivery strategies to be expanded, streamlined, or eliminated;</li> <li>▪ Creation of new regional service strategies necessary to address regional educational and training needs;</li> <li>▪ Strategies to address geographic advantages;</li> <li>▪ Cooperative service delivery agreements between the regional LWDBs</li> <li>▪ A regional communication plan and quarterly meetings</li> </ul>
Business Engagement	Businesses lead in the development of sector strategies and career pathway maps	Provide general oversight and support of the business engagement plan	<ul style="list-style-type: none"> <li>▪ Increased number of businesses utilizing the SC Works System and the number of businesses reporting satisfaction with the services received by 5% annually.</li> <li>▪ Have a least one sector partnership in development in each workforce region. Use the monthly Talent Pipeline Report to show progress over time.</li> <li>▪ Increased resources for work-and-learn opportunities, including on-the-job training (OJT), apprenticeship, internships, job shadowing, and incumbent worker training (IWT).</li> <li>▪ Increase the amount of work-based training, including on-the-job training (OJT), apprenticeship training, incumbent worker training (IWT), job shadowing, and internships.</li> <li>▪ Train at least 25 percent of the workforce system on the implementation of sector partnerships.</li> </ul>
Work Ready Communities	The ACT® WorkKeys NCRC™ will be SC Works' premier assessment tool	The primary responsibility for this strategy will be Work Ready Communities Steering Committee in partnership with the GCWDB.	<ul style="list-style-type: none"> <li>▪ Validation that a percentage of the county's worker population is awarded a foundational workplace skill credential</li> <li>▪ Increase the number of businesses who recognize or recommend the credential</li> <li>▪ Increase the pool of <i>work ready</i> job applicants</li> <li>▪ Greenville County is a recognized ACT® Work Ready Community</li> </ul>
Youth Pipeline	Enhance partnerships with businesses and service providers in order to increase the number of work-based learning opportunities for youth	The primary responsibility of this strategy will be the Youth Committee.	<ul style="list-style-type: none"> <li>▪ Increased partnerships between youth service providers, vocational/technical schools and technical/community colleges</li> <li>▪ A sustained business engagement plan</li> <li>▪ Increase the number of youth to participate in work based activities annually by 2 percent.</li> </ul>



## References and Resources

### Acronyms

GCWDB	-	Greenville County Workforce Development Board
SWDB	-	State Workforce Development Board
WIOA	-	Workforce Innovation and Opportunity Act of 2014
LWDB	-	Local Workforce Development Board
OJT	-	On-the-job Training
IWT	-	Incumbent Worker Training
ACT®	-	American College Testing
NCRC™	-	National Career Readiness Certificate

### Websites

Greenville County Workforce Development Board

<http://greenville.scworks.org/>

County of Greenville

<https://www.greenvillecounty.org/>

U. S. Department of Labor's WIOA Homepage

<https://www.doleta.gov/wioa/>

S. C. Department of Employment and Workforce

<https://dew.sc.gov/>

South Carolina Works Online System

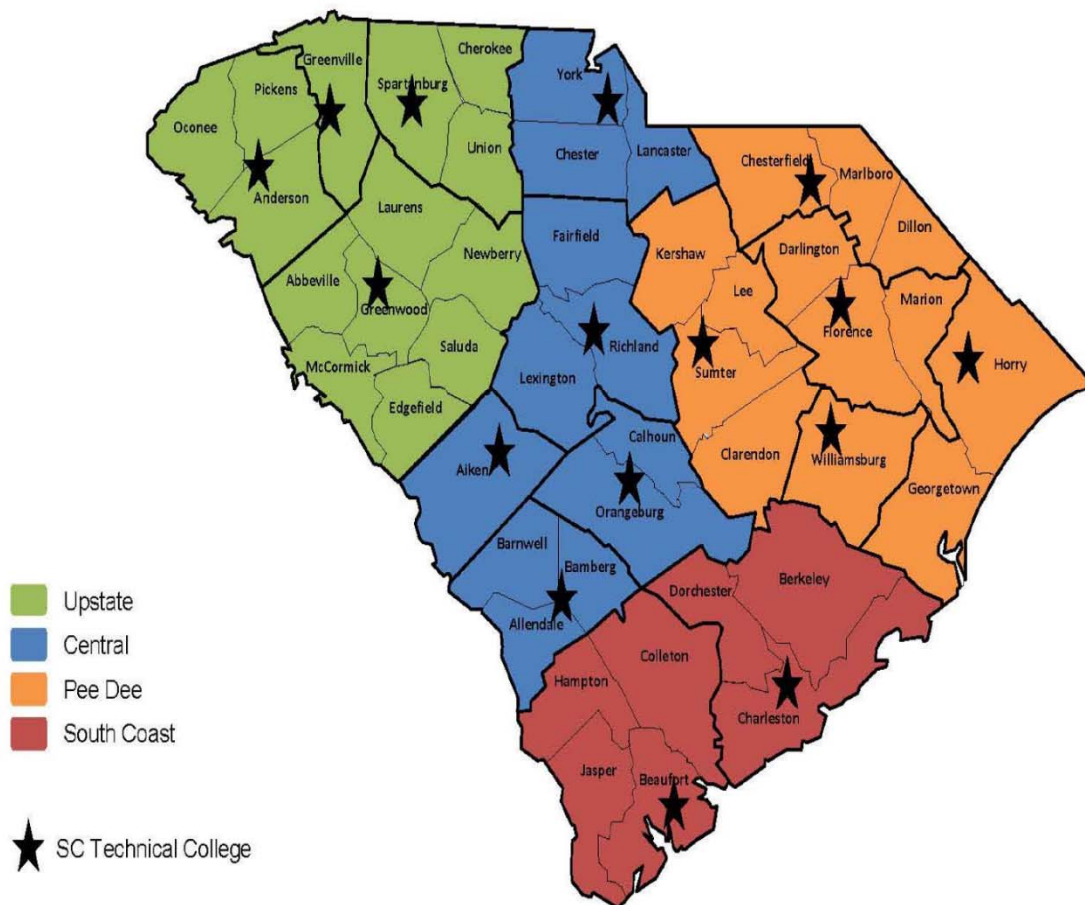
<https://www.scworks.org/>

ACT® Work Ready Communities

<https://www.workreadycommunities.org/>

## References and Resources

### South Carolina Regional WIOA System



**Upstate** – Greenville County WDB, Upstate WB, WorkLink WDB, and Upper Savannah WDB.

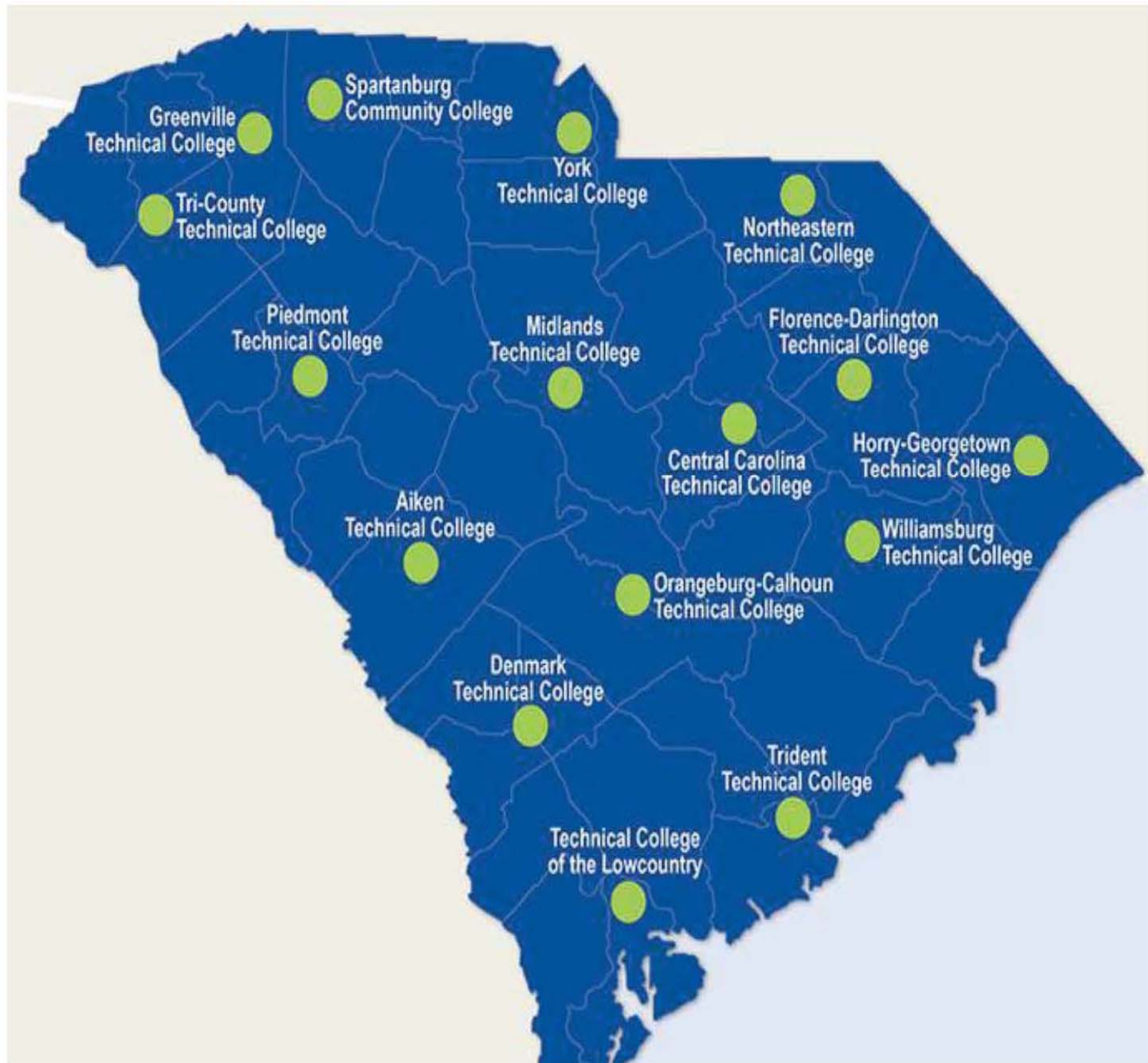
**Central** – Catawba WDB, Midlands WDB, Lower Savannah WDB

**Pee Dee** – Santee Lynches WDB, Waccamaw WDB, Pee Dee WDB

**South Coast** – Lowcountry WDB, Trident WDB

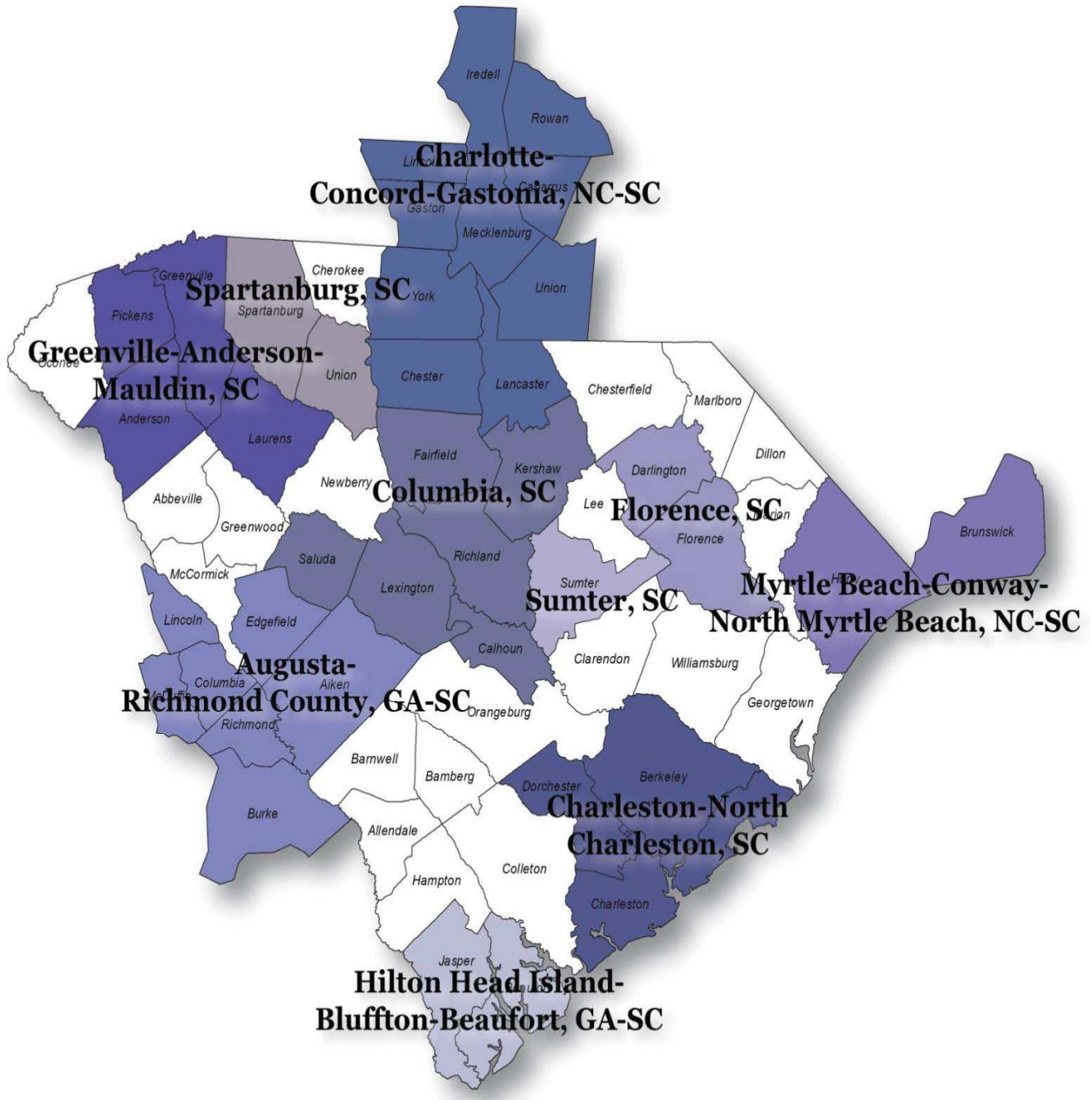
## References and Resources

# SC Technical Colleges



References and Resources

## SC MSAs



## SC Works Certification Business Services Standards

SC WORKS

BRINGING EMPLOYERS  
AND JOB SEEKERS TOGETHER

### MENU: SC Works Services to Business

#### I. Common menu of basic business services to be offered in every workforce area

1. Job Postings – Online, phone call, fax, in-person
2. Applicant screening and referral to business specifications
3. Customized Recruitment
4. Job Fairs
5. Provision of Labor Market Information
6. Interviewing Space, Scheduling
7. Provision of information and referral related to:
  - Tax Credits
  - Community Resources
  - Federal Bonding
  - Americans with Disabilities Act (ADA)
  - Veterans services
8. Incumbent Worker Training (as funds are available)
9. On-the-Job Training
10. Customized Training
11. Information on Unemployment Insurance (UI)
12. Rapid Response services
13. Trade Adjustment Assistance (TAA) information and services
14. Veterans Employment Services

#### II. Expanded List of Business Services -- examples

1. Customized services for significant company or industry dislocations
2. Access to WorkKeys testing
3. WorkKeys job profiling services
4. Database of WorkKeys tested applicants
5. Labor Market Information workshops

State Instruction Number 16-09

## Attachment E – GCWDB Bylaws

A copy of the GCWDB Bylaws can be found on our website at:  
[http://www.greenvillewib.com/onlineforms/GCWDB\\_BylawsPY15.pdf](http://www.greenvillewib.com/onlineforms/GCWDB_BylawsPY15.pdf).

**BY-LAWS OF  
GREENVILLE COUNTY WORKFORCE DEVELOPMENT BOARD**

**ARTICLE I**

**PURPOSE**

Consistent with section 108 of the Workforce Innovation and Opportunity Act (WIOA), the functions of the Greenville County Workforce Development Board (hereinafter call "WDB") shall include the following:

- A. In partnership with the chief elected official, develop and submit a local plan to the Governor that meets the requirements of section 108.
- B. With respect to the local plan, conduct workforce research and regional labor market analysis.
- C. Convene local workforce development system stakeholders to assist in the development of the local plan and identify non-Federal expertise and resources to leverage support for workforce development activities.
- D. Lead efforts to engage with a diverse range of employers and with other entities to ensure that workforce development activities meet the needs of employers and support economic growth.
- E. Lead efforts to develop and implement career pathways by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly the individuals with barriers to employment.
- F. Lead efforts to identify and promote proven and promising strategies and initiatives for meeting the needs of employers.
- G. Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers, and job seekers.
- H. In partnership with the chief elected official, conduct oversight of local WIOA programs, the local one-stop delivery system, and ensure appropriate management of local funds to provide employment and training activities under section 129(c) and subsections (c) and (d) of section 134.
- I. In conjunction with the chief elected official and Governor, negotiate and reach agreement on local performance accountability measures as described in section 116(c).
- J. Consistent with section 121(d) and with the agreement of the chief elected official, designate or certify one-stop operators; terminate for cause the eligibility of such operators.
- K. Consistent with section 123, identify eligible providers of youth workforce investment activities by awarding grants or contracts on a competitive basis (except as provided in section 123(b) based on recommendations of the youth standing committee.
- L. Coordinate activities with local education and training providers, including providers of workforce investment activities, providers of adult education and literacy activities under title II, and providers of career and technical education.



## ARTICLE II

### MEMBERSHIP

1. Appointment. The WDB is appointed by the chief elected official in each local area in accordance with State criteria established under WIOA section 107(c)(1), and is certified by the Governor every two (2) years, in accordance with WIOA section 107(c)(2)(A).
2. Terms of Office. Appointments will be staggered and made in three-year incremental terms based on the program year calendar starting in July. Except in the case of death, resignation or removal, a member shall serve until his/her successor shall have been duly appointed.
3. Categories of Membership. Membership of the WDB shall be comprised in accordance with WIOA section 107(b).
4. Nomination of Members. Members of the WDB shall be nominated in accordance with WIOA section 107(b).
5. Resignations. Any member may resign by written notice to the Chairperson of the WDB and the Chairperson of Greenville County Council, in which the resignation shall be effective at the time specified in said notice.
6. Removal of Members. Any member of the WDB may be removed for cause by affirmative vote of seventy-five (75) percent of the entire membership of the WDB at a specifically called meeting which shall consider only removal of such member. The written notice of such a meeting shall state the purpose of the meeting. "Cause" for removal of a member under this section shall be fraudulent or dishonest acts or gross abuse of authority and discharge of duties to the WDB and shall be established after written notice of specific charges and opportunity to meet and refute such charges.  
  
The chief elected official may also remove board members if determined to be in the best interest of the WDB to do so. WIOA implies that such standards for removing board members derive from the authority to appoint them.
7. Vacancies. Any vacancy in the membership of the WDB shall be filled in the same manner as the original appointment for the un-expired term.

## ARTICLE III

### MEETINGS AND ATTENDANCE

1. Meetings. Regular meetings shall be held bi-monthly during the year and at such times and at such places as it deems necessary. Special meetings of the WDB may be called at any time by the chairperson or upon the written request of not less than two-thirds (2/3) of the WDB membership, pursuant to the notice requirements of this Article.



2. Notice of Meetings. Regular meeting schedules will be published on the WDB website. Reminder notices of scheduled WDB meetings will be emailed at least ten (10) days prior to the meeting. Reminder notices will include information stating the place, date, and hour of the meeting. All regular meetings of the WDB shall be announced publicly and shall be open to the public.

3. Quorum. At any meeting of the WDB, the presence of a majority of the active members shall constitute a quorum for the transaction of business.

4. Attendance. Members are expected to attend all meetings of the full membership of the WDB. Members should notify the Chairperson of the WDB if circumstances prevent their attendance at any meeting of the entire membership of the WDB. A member with three (3) absences from regular meetings in a calendar year shall be conclusively presumed to have resigned from the WDB and shall be notified accordingly by the Chairperson; the resulting vacancy shall be filled pursuant to these by-laws.

## ARTICLE IV

### VOTING

1. Voting Authority. Each member of the WDB shall have one (1) vote, and only members of the WDB may cast votes on matters of WDB business. Except as specifically provided herein, a vote of the majority of the members present at a meeting at which a quorum is present shall be the act of the WDB.

2. Conflict of Interest. No member of the WDB may cast a vote on any matter in which that member or the organization that such members represent has a direct interest. WDB members will be provided with the WDB Conflict of Interest Instructions and a Conflict of Interest Form to be completed annually.

## ARTICLE V

### OFFICERS

1. Chairperson. The chairperson of the WDB must be elected by its members from among the business representatives and appointed by the Chairperson of Greenville County Council. The Chairperson shall preside at all meetings of the entire membership of the WDB, and shall have such powers and duties as are provided by these By-laws. The Chairperson may sign, on the behalf of the WDB, contracts or other instruments which the membership has authorized to be executed, shall, subject to the direction of the membership, supervise and control the staff, and in general shall perform all duties incident to the position of the Chairperson and those additional duties which may be prescribed by the membership of the WDB.

2. Vice-Chairperson. The Vice-Chairperson shall be elected by the WDB.

3. Terms of Office. The terms of office of the Chairperson, Vice-Chairperson shall run the course of two consecutive program years from July 1 to June 30.

The Chairperson and Vice-Chairperson shall hold office until their successors shall have been duly appointed, or until their earlier resignation, removal of office, death or incapacity.

4. Resignation or Removal of Officers. The Chairperson and Vice-Chairperson of the WDB may resign by written notice to the WDB that shall be effective upon the date specified therein. The Chairperson or Vice-Chairperson may be removed for cause by affirmative vote of seventy-five (75) percent of the entire membership of the WDB at a specially called meeting, which shall consider only removal of the Chairperson or Vice-Chairperson. The written notice of such a meeting shall state the purpose of the meeting. "Cause" for removal of the Chairperson or Vice-Chairperson under this section shall be fraudulent or dishonest acts of gross abuse of authority and discharge of duties to the WDB and shall be established after written notice of specific charges and opportunity to meet and refute such charges.

5. Vacancies. The Chairperson of Greenville County Council shall fill any vacancy in the office of the Chairperson, however occurring, for the duration of the term. The Chairperson shall fill any vacancy in the office of Vice-Chairperson, however occurring, for the duration of the term.

## ARTICLE VI

### COMMITTEES

1. Appointment. The WDB shall have the following standing committees: One-Stop Delivery System Committee, Youth Committee, Services to Individuals with Disabilities Committee, and Executive Committee. The Chairperson may form such other committees from time to time as deemed necessary. The Chairperson shall make committee appointments.

2. Committee Quorum. At any committee meeting of the WDB where a majority is present shall constitute a quorum for the transaction of business.

3. Notice of Meetings. All standing committees of the WDB shall give notice to the entire membership of the WDB of the date, place, and hour of any committee meeting.

4. Relationship to the WDB. Per Section 107(b)(4)(A), standing committees shall be chaired by a member of the local board, may include other members of the local board, and shall include other individuals appointed by the local board who are not members of the local board and who the local board determines have appropriate experience and expertise.

5. Committee Designation. Pursuant to the provisions of Section 107(b)(4)(A) of the Workforce Innovation and Opportunity Act, a local WDB may appoint the following standing committees:

a. One-Stop Delivery System - to provide information and assist with operational

and other issues relating to the one-stop delivery system, which may include as members representatives of the one-stop partners.

b. Youth - to provide information and to assist with planning, operational, and other issues relating to the provision of services to youth, which shall include community-based organizations with a demonstrated record of success in serving eligible youth.

c. Services to Individuals with Disabilities - to provide information and to assist with operational and other issues relating to the provision of services to individuals with disabilities, including issues relating to compliance with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding providing programmatic and physical access to the services, programs, and activities of the one-stop delivery system, as well as appropriate training for staff on providing supports for or accommodations to, and finding employment opportunities for, individuals with disabilities.

d. Executive Committee - to serve as an additional standing committee designated by the board. The Executive Committee is comprised of the chairs of each subcommittee and will be responsible for board level approvals in the event the full membership is unavailable to meet.

## ARTICLE VII

### STAFF

The WDB shall employ and maintain a staff to support the following activities of the WDB: implementation and planning, budgeting, marketing, contract approval, financial program oversight, and general administrative duties.

## ARTICLE VIII

### CONTRACTS, CHECKS, AND DEPOSITS

1. Contracts. The membership of the WDB may authorize the Chairperson to enter into any contract or execute and deliver any instrument in the name of and on the behalf of the WDB, and such authority may be general or confined to specific instances.

2. Checks, Drafts, etc. All checks, drafts, or other orders for payment of money, notes or other evidences of debt issued in the name of the WDB shall be signed by the Chairperson, or, upon the death of the Chairperson or physical or mental inability of the Chairperson to so act, by the Vice-Chairperson.

3. Deposits. All funds of the WDB not otherwise employed shall be deposited from time to time to the credit of the WDB in such banks, trust companies or other depositories as the membership may select.

## ARTICLE IX

## **RULES OF PROCEDURE**

Meetings of the full membership of the WDB, and committee meetings, shall be governed by Robert's Rules of Order, Newly Revised, in all cases to which they are applicable and in which they are not inconsistent with the By-Laws and any special rules of order adopted by the WDB.

### **ARTICLE X**

#### **RULES OF CONDUCT – PROHIBITIONS**

1. Use of public materials, personnel, or equipment for private use;
2. Use of public office for personal benefit; taking action to influence personal economic benefit \$50 or more;
3. Acceptance of anything of value to influence an official action; (felony - \$10,000 fine and 10 years);
4. A lobbyist or lobbyist principal employing on retainer a public officeholder, member of household, or organization in which there is an economic interest;
5. Acceptance of anything of value from a lobbyist principal, except under certain conditions;
6. Acceptance of an honorarium from a lobbyist;
7. Acceptance of anything of value for speech in an official capacity; public officials or members may be reimbursed for out-of-state speeches with prior approval of the chief executive officer;
8. Disclosure of confidential information;
9. Service on regulatory board with which regulates a business with which associated; nor employee if there is a frequent conflict;
10. Making agency decisions affecting personal economic benefit of \$50 or more if on agency board and also agency employee;
11. Nepotism-hiring, promoting or advancement of a family member;
12. Accepting employment for one year from a business if the business was regulated by former agency and if the employee participated directly and substantially in matters affecting the prospective employer;
13. Acceptance of employment with contractor if procurement duties involved that contractor;

14. An interest in a contract if authorized to perform an official function relating to the contact.

## **ARTICLE XI**

### **AMENDMENTS**

These By-Laws may be amended, altered or repealed by a majority vote of the entire membership of the WDB at any meeting of the WDB at which a quorum is present; provided, however, that written notices of the proposed amendment shall be included in the notice of the meeting at which the amendment will be voted upon. This By-Laws shall be deemed to be automatically amended at any time to conform to applicable state or federal statutes and regulations.

## **Attachment F – Conflict of Interest Form**

**Greenville County Workforce Development Board (WDB) Member  
Conflict of Interest Attestation Form Instructions**

Greenville County WDB members ensure that their individual interests do not conflict or interfere with their duties while serving in their appointed positions. Conflict of interest requirements must be met as soon as board members are appointed. A conflict of interest is a circumstance in which the Greenville County WDB member's individual interest impairs (or gives the appearance of impairing) their ability to make unbiased decisions or provide unbiased public services. The Greenville County WDB membership must adhere to both federal and state conflict of interest requirements.

All appointed Greenville County WDB members must complete and sign the Conflict of Interest Attestation Form annually (PY) and the signed forms must be submitted and maintained by the Greenville County Workforce Development Office for board certification and monitoring purposes.

**GREENVILLE COUNTY  
WORKFORCE DEVELOPMENT BOARD (WDB)  
CONFLICT OF INTEREST ATTESTATION FORM**

Program Year: **2017**

I, the undersigned, do attest that a conflict of interest does not exist with my individual interest as:

\_\_\_\_\_  
(Job position)

\_\_\_\_\_  
(Company/Agency Name)

And my ability to make unbiased decisions while serving as a member of the Greenville County WDB.

\_\_\_\_\_  
Greenville County WDB Member's Name (printed)

\_\_\_\_\_  
Greenville County WDB Member's Signature

\_\_\_\_\_  
Date

Please provide the signed copy to:

Greenville County Workforce Development  
225 S. Pleasantburg Drive, Suite C11  
Greenville, SC 29607  
Email: [Dejones@greenvillecounty.org](mailto:Dejones@greenvillecounty.org)