



GREENVILLE COUNTY
Workforce Development Board

Preparing the workforce, growing our economy

Strategic Plan

For Years 2017 - 2020



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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"> ▪ 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
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"> ▪ Increased number of businesses utilizing the SC Works System and the number of businesses reporting satisfaction with the services received by 5% annually. ▪ Have a 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.
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"> ▪ 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 <i>work ready</i> job applicants ▪ Greenville County is a recognized ACT® Work Ready Community
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"> ▪ 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.

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

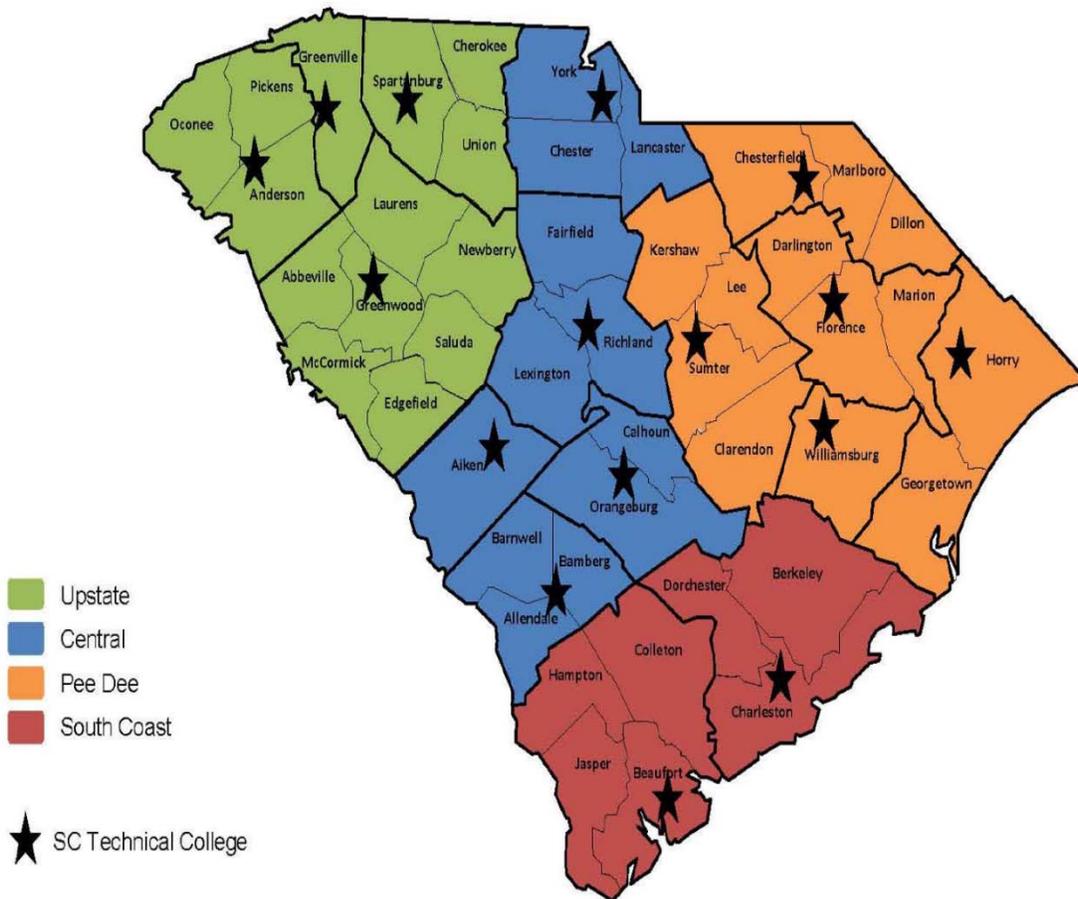
<https://www.scworks.org/>

ACT® Work Ready Communities

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

References and Resources

South Carolina Regional WIOA System



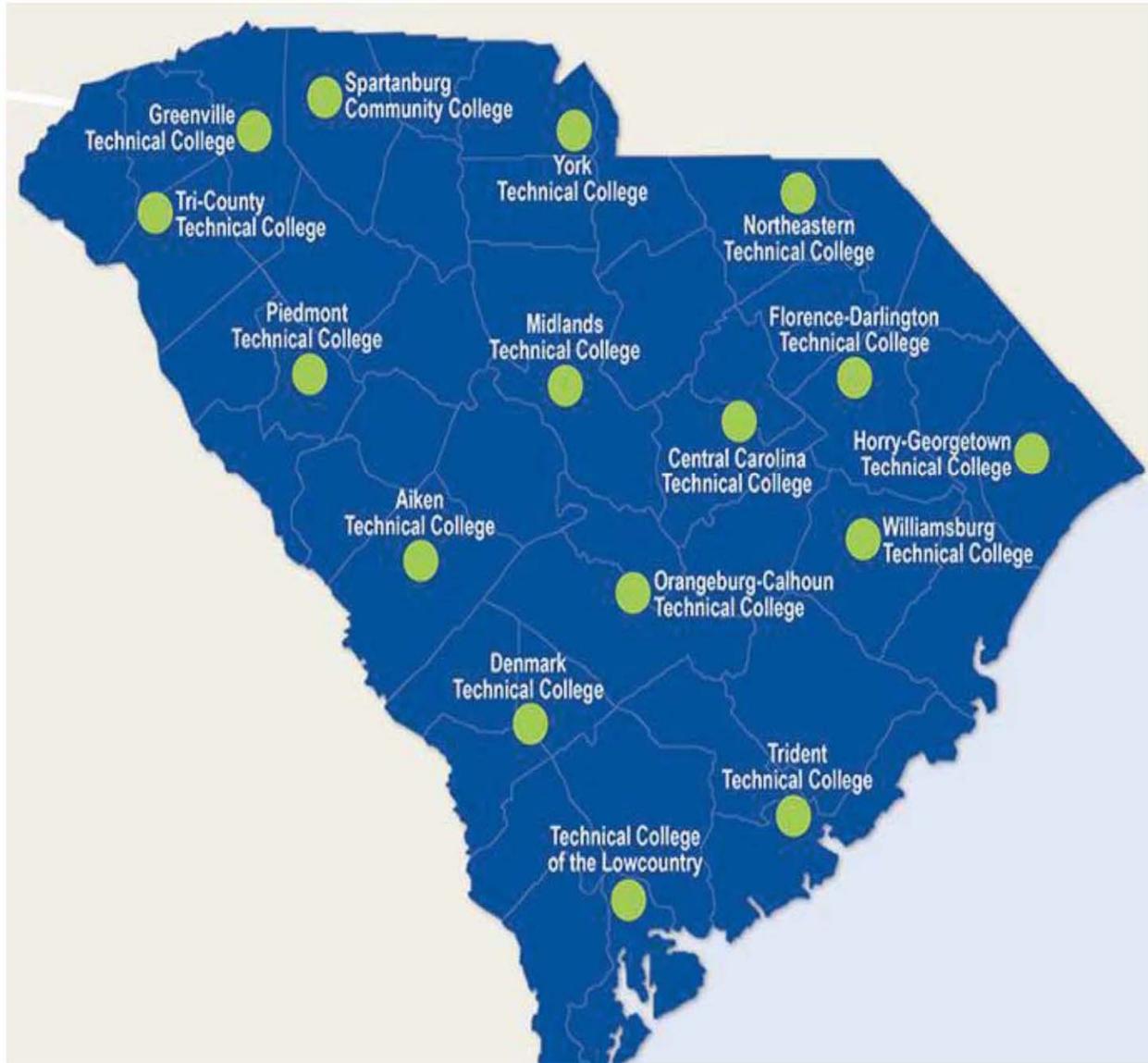
Upstate – Greenville County WDB, Upstate WB, WorkLink WDB, and Upper Savannah WDB.

Central – Catawba WDB, Midlands WDB, Lower Savannah WDB

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

South Coast – Lowcountry WDB, Trident WDB

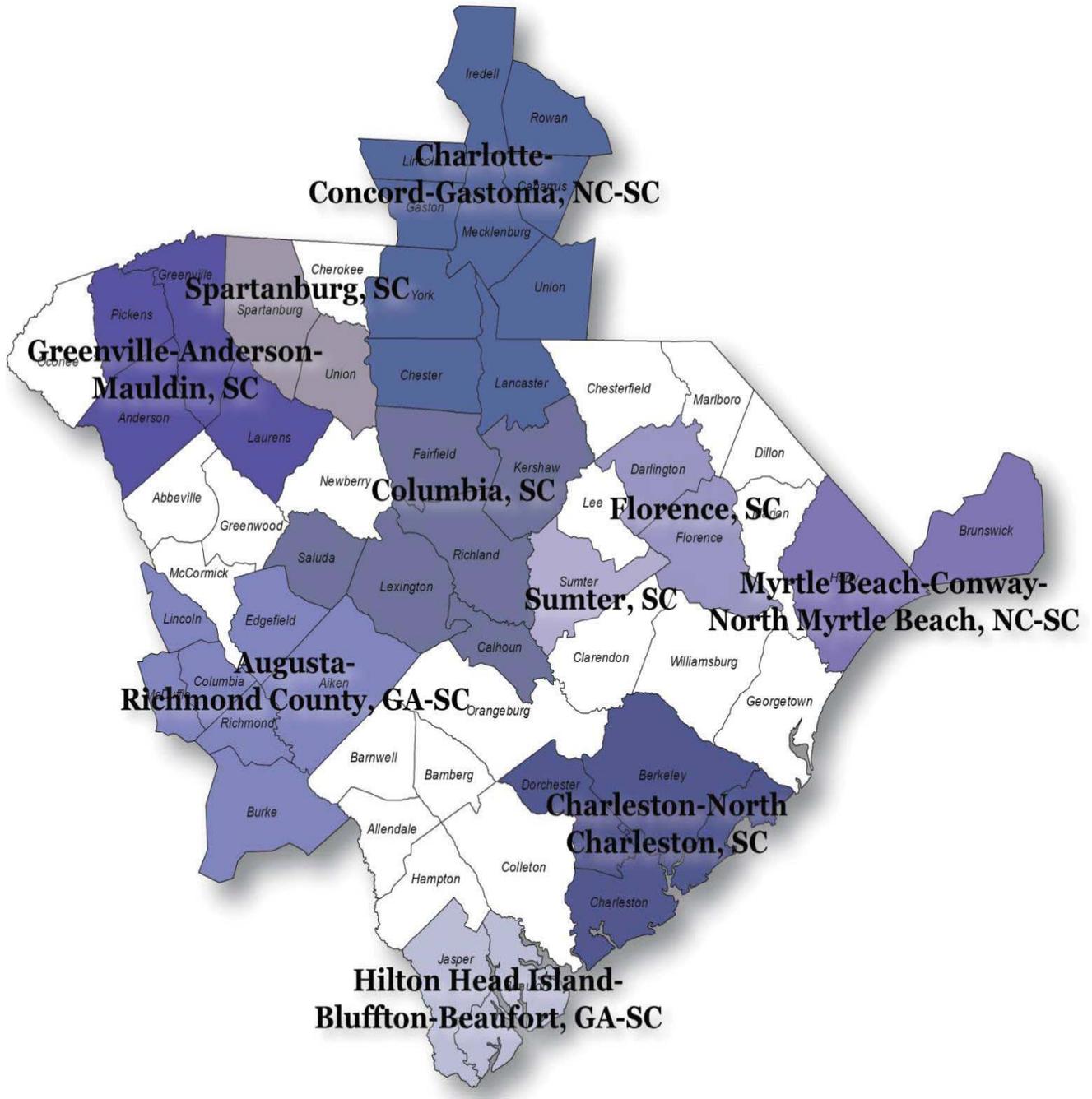
SC Technical Colleges





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