



STRATEGIES TO BUILD A COMPETITIVE WORKFORCE

South Carolina
WORKFORCE
Development Board

LETTER FROM PAT MICHAELS

On behalf of the State Workforce Development Board, I am pleased to present the 2017-2020 Strategic Plan, **“Strategies to Build a Competitive Workforce.”** This plan sets fourth objectives and strategies that will serve as a blueprint for our commitment to continuously develop a skilled talent pipeline that meets the needs of business and industry, promote a sustainable economy, while bringing South Carolinians a livable wage.



“Strategies to Build a Competitive Workforce” is the platform to build policies, align programs and invest in workforce development. It reflects extensive stakeholder input, data analysis, and programmatic review and was vetted by business and industry.

South Carolina’s workforce development system is built on strategies that require partnerships at regional, state and local levels. To best serve the needs of the workforce system and its customers, we are counting on these partnerships at both the private and the public level to accomplish the goals represented in this strategic plan.

Pat Michaels,
Board Governance Chair

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Eric Wages
Site Operations Manager,
Google

Executive Summary

The value of a strong workforce system is recognized when the economy is weak or when unemployment is up, but the true test of a vigorous workforce is in times of robust employment. It is then, that we perceive if businesses have the resources they need and if our educational system is preparing individuals with skills and credentials to meet the needs of business and industry.

The South Carolina Workforce Development Board has been leading efforts to create a competitive workforce advantage for South Carolina by ensuring that a quality and effective workforce system exists to improve the prosperity of businesses and the lives of South Carolinians. The plan describes four key objectives for the board, which will lead to high impact outcomes across the workforce system.

This plan represents a three-year strategy to build a cohesive, collaborative, and innovative workforce system that is effective in meeting the needs of ALL South Carolinians. The board will continue developing and maintaining strategic alliance with public and private partnerships, identifying in-demand jobs meeting industry needs, supporting policies highlighting priority populations, and creating templates to communicate talent pipeline growth in South Carolina. The board, through the execution of its strategic plan will enhance the existing business services, support a governing body to communicate regulatory awareness concerning workforce development, and develop data driven standards for system performance. Through a series of 11 strategies driven by the four objectives, the board will become a catalyst in building a stronger workforce the state of South Carolina.

Strategic Objectives:

- Identify, invest in and support educational and developmental strategies to better prepare a skilled workforce for current and emerging jobs.
- Align resources, policies and strategies between state, local and regional systems to continuously improve outcomes for businesses, individuals and partners.
- Identify current and future workforce needs of South Carolina business and industry to support career pathways in growth sectors.
- Engage job seekers, employers and other workforce partners through marketing and outreach and articulate a value proposition specific to each.



Introduction

In April of 2017, the State Workforce Development Board (SWDB) came together to develop the board strategic plan. The board's initial planning session was an all-day brainstorming session that included a SWOT analysis, a market and economic data presentation, a vision, a mission, and a guiding principles overview, along with an overview of priority objectives and key performance indicators.

The board, while developing the strategic plan, had several goals including, evaluating the current economic demands, implementing value added processes and assessing strategies and future goals. The major goal of SWDB's plan is to guide the board's focus on growing the capacity and performance of the state's workforce system. To implement the plan, SWDB must provide leadership to continue to develop a skilled workforce for tomorrow's jobs.

Various themes drive the need for workforce system change in South Carolina:

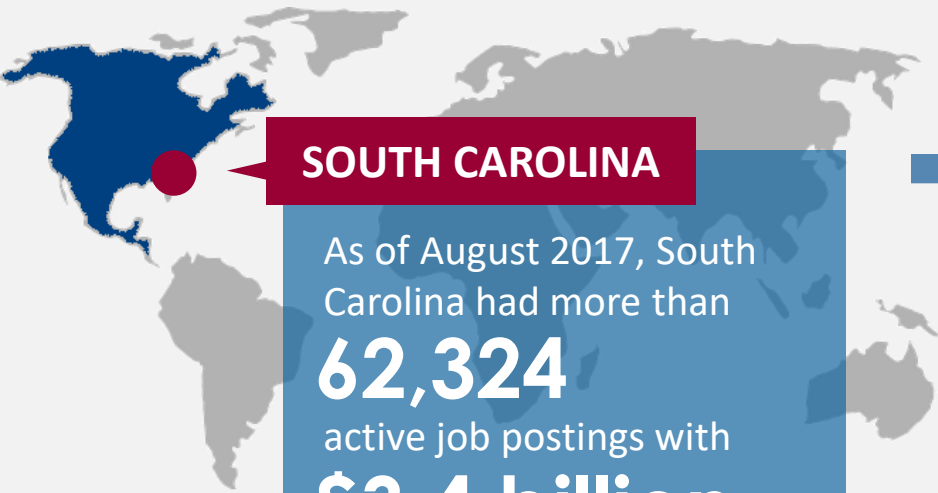
- **South Carolina's Economy is Expanding:**
Since 2010, South Carolina has added 385,921 new jobs. South Carolina's economy is robust; the unemployment rate is at a 16-year low and employment is at an all-time high with more than 2 million people working today.
- **South Carolina's Economic Development Prospects are Positive:**
Nearly every day, businesses are announcing intentions to grow or relocate their business in the Palmetto State.
- **Filling Job Openings in South Carolina:**
In August 2017, South Carolina had 62,324 active job openings across the state. These jobs represent an estimated \$3.4 billion in unrealized annual income. Each day these positions remain unfilled, \$9.3 million won't flow into the state's economy.
- **South Carolina's Workforce Needs are Great:**
It is projected that 70 percent of growth in occupations in South Carolina between 2014-2024 will require up to a high school diploma or GED. In addition, 30 percent will require formal training beyond high school.

Looking ahead is essential to successfully navigating future change and lessening the impact. With a calculated look forward, the system (tools, people, funding) can gradually steer outcomes versus waiting too long and addressing it en-mass.

Eric Wages
Board Member

South Carolina's Growing Economy

South Carolina's economy is robust; the unemployment rate is at a 16-year low and employment is at an all-time high with more than 2 million people working today.



SOUTH CAROLINA

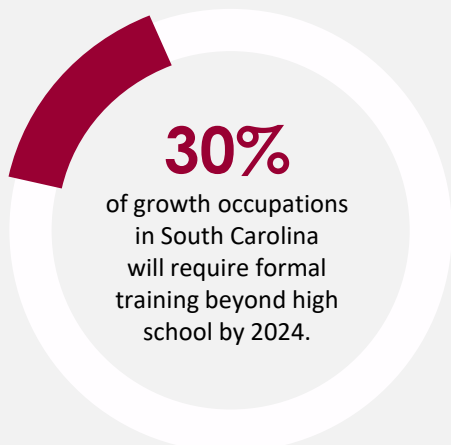
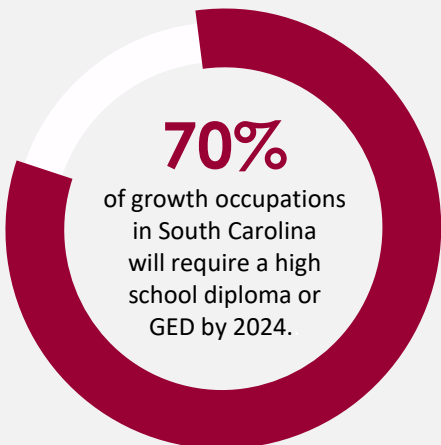
As of August 2017, South Carolina had more than **62,324** active job postings with **\$3.4 billion** in unrealized annual income. Each day these positions remain unfilled, \$9.3 million won't flow into the state's economy.

496,522
jobs will need to be filled to replace those lost due to retirement.



It is projected that 199,255 new jobs will be created from 2014 to 2024.

Since 2010, South Carolina has added 385,921 new jobs.



Vision, Mission, and Guiding Principles

Vision Statement

To cultivate the development of a skilled workforce and a responsive workforce system that meets the needs of business and industry leading to sustainable growth, economic prosperity and global competitiveness for South Carolina.

Mission Statement

The Board's mission is to align resources to competitively position South Carolinians to meet business needs and promote our workforce in a global economy.

Guiding Principles

To achieve the mission envisioned, the Board has endorsed the following guiding principles:

- Focus solely on activities that support the mission.
- Evaluate economic and labor market data, and actively listen to an inclusive group of partners, employers, and job seekers.
- Base strategies and decisions on data and input.
- Be accountable for outcomes that support business growth and economic opportunities for all South Carolinians.

With larger, more sophisticated industries and multi-national corporations seeking to explore South Carolina as a lucrative option for operations, an ongoing objective is to guarantee that the South Carolina workforce is ready to meet the economic development needs. This includes ensuring that the workforce is equipped with all the elements necessary to fulfill the demands of growing industry in the state.

Nick Foong
SC Works Management



Strategic Objectives

The board is committed to developing a skilled pipeline of workers to meet the needs of business and industry in order to promote sustainable economic growth and global competitiveness. SWDB has articulated four strategic objectives to organize the work of the board, provide a framework for actionable strategies and drive implementation. They are:

- Identify, invest in and support educational and developmental strategies to better prepare a skilled workforce for current and emerging jobs.
- Align resources, policies and strategies between state, local and regional systems to continuously improve outcomes for businesses, individuals and partners.
- Identify current and future workforce needs of South Carolina business and industry to support career pathways in growth sectors.
- Engage job seekers, employers and other workforce partners through marketing and outreach to articulate a value proposition specific to each.

In support of these objectives, a series of action-oriented strategies detail the board's expectations and accountability for SWDB committees. In addition, key performance indicators have also been identified.

We know the struggle businesses face training employees with the relevant skillset – we are business owners ourselves. Having programs available to upskill current employees or retrain them for a different position solves two problems; it allows companies to keep up with the speed of industry and have a workforce that is competitive in the environment, and it keeps individuals actively employed.

Mikee Johnson
State Workforce
Development Board Chair

OBJECTIVE ONE

IDENTIFY, INVEST IN AND SUPPORT EDUCATIONAL AND DEVELOPMENTAL STRATEGIES TO BETTER PREPARE A SKILLED WORKFORCE FOR CURRENT AND EMERGING JOBS.

STRATEGY 1.1

Identify pathways to access in-demand jobs through credentials and work-based learning required by industry and align training providers and career pathways to meet those needs.

Key Performance Indicators

- Number of individuals being trained.
- Placement rate.
- Reduce the number of unfilled skilled positions in high-demand industries.
- Identify and report in-demand occupations and skills gaps.

STRATEGY 1.2

Identify, develop and support policies that highlight or focus on priority populations in the workforce system.

Key Performance Indicators

- Track employment gain of priority populations.
- Increase in the baseline engagement rate for priority populations utilizing SC Works services.

STRATEGY 1.3

Create tools and templates to better understand the growth of South Carolina's talent pipeline and available workforce resources.

Key Performance Indicators

- Identify South Carolina's workforce strengths and weaknesses.
- Invest in industry-identified, education, and skill development programs.
- Track the extent to which education and training resources align with identified industry needs.

Priority Populations make up about 32 percent of South Carolina's entire population. Efforts will be applied to identify the barriers that these individuals face and focus on ways to provide them with many opportunities to be a part of the workforce.

Jay Holloway
Priority Population
Committee Chair

OBJECTIVE TWO

ALIGN RESOURCES, POLICIES AND STRATEGIES BETWEEN STATE, LOCAL AND REGIONAL SYSTEMS TO CONTINUOUSLY IMPROVE OUTCOMES FOR BUSINESSES, INDIVIDUALS AND PARTNERS.

STRATEGY 2.1

Develop and maintain a strategic alliance between state and local workforce development board members to support system thinking and establish influence across workforce partners.

Key Performance Indicators

- Board member engagement and ongoing governance development.
- An improved onboarding process (procedure form) and track the percentage of new board members who have completed this process.
- Recognize superior service of board members at time of completion of term.
- Identify and track important diversity and inclusion metrics beyond compliance with WIOA board requirements.

STRATEGY 2.2

Enhance existing business services by creating, promoting and further improving the model of business services.

Key Performance Indicators

- Measure repeat business.
- Market penetration.

STRATEGY 2.3

Support the structure of a high profile governing body to communicate awareness on regulation and policy concerning workforce development.

Key Performance Indicators

- Develop board impact report.
- Board member participation in orientation, onboarding and mentorship programs .

STRATEGY 2.4

Develop data driven standards for system performance and accountability.

Key Performance Indicators

- Continue the implementation of the S.C. certification standards per state instruction number 16-09.
- Develop and implement professional development training.
- Increase customer satisfaction.



OBJECTIVE THREE

IDENTIFY CURRENT AND FUTURE WORKFORCE NEEDS OF SOUTH CAROLINA BUSINESS AND INDUSTRY TO SUPPORT CAREER PATHWAYS IN GROWTH SECTORS.

STRATEGY 3.1

Encourage business and industry driven approaches to strengthen sector partnerships.

Key Performance Indicators

- Increase business and industry input.
- Reduce the number of unfilled skilled positions in high-demand industries.

STRATEGY 3.2

Develop and implement Career Pathways initiatives based on employment need to enhance value for jobseekers and businesses.

Key Performance Indicators

- Track the number of students that are currently enrolled in pipeline programs and the number of completions.
- Identify resources available with pipeline programs.
- Track retention rates of employment.
- Increase youth apprenticeships.
- Develop and utilize career maps.

The model of a State Workforce Development Board is a relatively unique concept with a list of responsibilities and commitments under the law to align the workforce system to best support employers and jobseekers. By allocating resources to provide businesses with training opportunities to increase the skills of their current workforce, we are supporting a unified vision to attract and maintain quality jobs for South Carolinians.

Pat Michaels

Board Governance
Committee Chair

OBJECTIVE FOUR

ENGAGE JOBSEEKERS, EMPLOYERS AND OTHER WORKFORCE PARTNERS THROUGH MARKETING AND OUTREACH AND ARTICULATE A VALUE PROPOSITION SPECIFIC TO EACH.

STRATEGY 4.1

Increase engagement and develop awareness with business and industry jobseekers and workforce stakeholders.

Key Performance Indicators

- Increase the utilization of SC Works.

STRATEGY 4.2

Identify and implement promising practices to develop and maintain cohesiveness and coordination across the workforce system.

Key Performance Indicators

- Identify, adopt, and implement best and promising practices .



PLAN SUMMARY

The following table represents the State Workforce Development Board’s plan outlining key objectives and supporting strategies. The board has statutory authority to provide policy and budget recommendations to the governor and will execute that authority to support this plan.

SWDB acknowledges that this strategic plan is a living document and commits to periodic evaluation and reporting of progress and an annual review of board priorities. The board recognizes the South Carolina economy is dynamic and ever changing and will be responsive to these changing conditions.

State Workforce Development Board			
 OBJECTIVE ONE	 OBJECTIVE TWO	 OBJECTIVE THREE	 OBJECTIVE FOUR
<p>Identify, invest in and support educational and developmental strategies to better prepare a skilled workforce for current and emerging jobs.</p>	<p>Align resources, policies and strategies between state, local and regional systems to continuously improve outcomes for businesses, individuals and partners.</p>	<p>Identify current and future workforce needs of South Carolina business and industry to support career pathways in growth sector.</p>	<p>Engage job seekers, employers and other workforce partners through marketing and outreach and articulate a value proposition specific to each.</p>
STRATEGIES			
<p>Identify Pathways to Access In-demand Jobs</p> <p>Support Policies Highlighting Priority Populations</p> <p>Create Tools for South Carolina’s Talent Pipeline</p>	<p>Develop Alliances Between Workforce Development Boards</p> <p>Enhance Existing Business Services</p> <p>Support High Performing Governing Body</p> <p>Develop Data Driven Standards</p>	<p>Encourage Business and Industry to Strengthen Sector Partnerships</p> <p>Implement Career Pathways Initiatives</p>	<p>Increase Engagement with Business and Industry Partners</p> <p>Implement Promising Practices to Develop Coordination across Workforce System</p>

