

Strategic Plan Update

Final Strategic Plan Update

Goal I. Improve the skill level of the workforce to meet the demands of business and industry.

The One Stop and Youth Committees will oversee the attainment of this goal and will be responsible to complete the objectives and strategies to facilitate its successful attainment.

Objective 1:

- A. Monitor WorkKeys Data on an ongoing basis to report the trends in certification of workers.

ANDERSON COUNTY								
ACT NATIONAL CAREER READINESS CERTIFICATE [NCRC]								
WORKFORCE		TOTAL NCRC	BRONZE NCRC	SILVER NCRC	GOLD NCRC	PLATINUM NCRC	NCRC PLUS	10.20.15 Baseline
Current	Private	1308	241	678	347	42	18	753
	Public	834	156	458	207	13	81	530
Emerging & Transitioning	High School	6424	1515	3577	1302	30	325	2859
	College	117	19	67	30	1	6	85
	Adult Education	991	272	599	117	3	94	658
	Unemployed	2008	549	1120	318	21	71	1121
	Recent Veteran	12	1	9	1	1	0	8
	Workforce category not identified	55	19	27	9	0	0	49
	Totals	11749	2772	6535	2331	111	595	6063
Previous Report:		11514						Website report as of 6/30/19
Difference from previous review:		235						

OCONEE COUNTY								
ACT NATIONAL CAREER READINESS CERTIFICATE [NCRC]								
WORKFORCE		TOTAL NCRC	BRONZE NCRC	SILVER NCRC	GOLD NCRC	PLATINUM NCRC	NCRC PLUS	10.20.15 Baseline
Current	Private	436	76	243	104	13	7	258
	Public	406	56	217	126	7	127	274
Emerging & Transitioning	High School	1850	435	1017	390	8	0	777
	College	35	6	17	11	1	0	17
	Adult Education	356	100	217	32	7	0	252
	Unemployed	1209	303	692	191	23	6	595
	Recent Veteran	4	1	1	2	0	0	0
	Workforce category not identified	100	32	58	9	1	0	97
	Totals	4396	1009	2462	865	60	140	2270
Previous Report:		4292						Website report as of 6/30/19
Difference from previous review:		104						

PICKENS COUNTY									
ACT NATIONAL CAREER READINESS CERTIFICATE [NCRC]									
WORKFORCE		TOTAL NCRC	BRONZE NCRC	SILVER NCRC	GOLD NCRC	PLATINUM NCRC	NCRC PLUS	10.20.15 Baseline	6.30.19 Difference
Current	Private	638	93	348	179	18	22	318	320
	Public	390	69	233	79	9	44	183	207
Emerging & Transitioning	High School	3434	748	1859	807	20	161	1541	1893
	College	86	12	41	31	2	5	55	31
	Adult Education	1135	187	708	240	0	98	898	237
	Unemployed	1303	281	758	244	20	67	635	668
	Recent Veteran	13	2	8	3	0	0	7	6
	Workforce category not identified	303	67	190	46	0	0	299	4
	Totals	7302	1459	4145	1629	69	397	3936	3366
Previous Report: 7195							Website report as of 6/30/19		
Difference from previous review:		107							

Goal concluded on June 30, 2019 with the dissolution of the Work Ready Communities. Overall, the final results of this goal are as follows:

County	Initial	Final	NCRC Awarded
Anderson	6,063	11,749	5,686
Oconee	2,270	4,396	2,126
Pickens	3,936	7,302	3,366
WorkLink	12,269	23,447	11,178
Time frame – October 2015 to June 2019			

Objective 2:

- B. Continue to build a better understanding of the employee skill level needs in the area through better coordination with workforce development partners

Key Action Strategies

1. Assign staff to participate in Community, Partner and Employer groups

- SHRM for Anderson, Oconee, and Pickens counties – Meredith Durham
- Chamber events for above (Ribbon cuttings & other business/employer events) – Trent Acker, Leann Vaughn, Meredith Durham
- Economic Development meetings & events for all three counties – Trent Acker, Meredith Durham
- VR Business Services meeting – Trent Acker
- Various United Way events/activities – Sharon Crite, Renee Alexander
- Anderson County Workforce Collaborative – Trent Acker, JT Parnell
- Pickens County Business Education Alliance – Trent Acker
- Anderson, Oconee, Pickens Business Showcase – Trent Acker, Meredith Durham
- Oconee Business Education Partnerships – Trent Acker
- Ten at the Top – Trent Acker
- Anderson Business Group – Trent Acker
- Anderson and Oconee Chamber Policy Chats – Trent Acker

2. Convene business representatives on a monthly basis and SC Works Center partners on a quarterly basis
 - a. Coordinate services and share information on behalf of the WorkLink Workforce Development Area and the SC Works System

Business Service Integration Team meetings

Topics of discussion typically include job openings, hiring events, job fairs and job fair planning, employer needs, ReadySC projects, and partner education

- Met November 20, 2015
- Met February 5, 2016
- Met March 4, 2016
- Met April 8, 2016
- Met May 13, 2016
- Met August 12, 2016
- Met September 9, 2016
- Met October 21, 2016
- Met December 9, 2016
- Met January 20, 2017
- Met February 17, 2017
- Met April 21, 2017
- Met July 14, 2017
- Met August 18, 2017
- Met September 15, 2017
- Met October 20, 2017
- Met January 26, 2018
- Met March 2, 2018
- Met April 6, 2018
- Met May 25, 2018
- Met August 24, 2018
- Met November 30, 2018
- Met March 29, 2019
- Met June 21, 2019
- August 23, 2019
- December 6, 2019
- March 20, 2020
- April 29, 2020

Quarterly Partner Meetings

Topics of discussion typically include referral processes, partner updates, partner education, community resources, and MOUs

- Met November 13, 2015
- Met February 19, 2016
- Met May 20, 2016
- Met September 9, 2016
- Met December 2, 2016
- Met February 24, 2017
- Met May 5, 2017
- Met August 25, 2017
- Met November 17, 2017
- Met February 16, 2018
- Met May 25, 2018
- Met August 24, 2018
- Met November 30, 2018
- Met March 29, 2019
- August 23, 2019
- December 6, 2019
- March 20, 2020
- April 29, 2020

b. Meet with employers and economic development agencies on an “as needed” basis to determine workforce needs and solutions that can be coordinated through the WorkLink office and SC Works Centers.

This is on an ongoing basis. Leanne Vaughn, Brent Oxley, Meredith Durham, and Trent Acker attend based on request.

Objective 3:

C. Increase the number of individuals who successfully complete GED or high school diploma through the workforce system.

D.

GED/HSE	PY2015	PY2016	PY2017	PY2018	PY2019	PY2020	Total
Adult	9	17	8	5	18	8	65
DW	1	0	0	0	0	0	1
Youth	96	54	24	27	90	44	335
Total	106	71	32	32	108	52	401

Key Action Strategies:

1. Coordinate with the school districts to identify new dropouts
 - a. Work with Youth Committee to strengthen collaboration and partnerships
 - b. Establish a referral process between the schools and the SC Works Centers for those seeking employment

- *DEW staff offers soft skills workshops to high school students (specifically seniors and Career and Technology students) – basic information is given regarding SC Works Centers*
- *K-12 System representatives are invited to our Business Service Integration Team meetings to learn more about outreach efforts to employers, but also information about SC Works Centers.*
- *Aging Out of Foster Care Youth programs at DSS have a SC Works referral system in place.*
- *Staff is working with Alliance Pickens to establish a referral process for Pickens County students that do not have employment or education plans upon graduation.*

- Objective 4:** Increase the number of workshop attendees each year by serving at least 4% of the total Center traffic. The preceding month's Center traffic will determine the goal for the current month. Overall achievement of this goal will be evaluated at the end of each program year.

[illegible]

Key Action Strategies:

1. Gather information from partners and community as to the types of workshops that should be offered.
 - a. Ensure workshop topics and/or curriculum is applicable to skills needed from industry input
 - Job Applications, Resumes, Interviewing, Dress for Success, Expungements, Computer skills
 - b. Plan workshops early and market workshops through multiple venues: websites, social media, print, news outlets, partner's organizations, etc.
 - Workshops are primarily advertised through Facebook, email blasts, and in print
 - c. Plan workshops to be interactive and engaging
 - Several key SC Works Center staff have been formally trained by Anderson Co. Employability trainers to conduct interactive and engaging activities during their workshops
2. Coordinate a minimum of 8 workshops per month

# Workshops Offered														
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	
2016	92	106	90	98	89	76	86	91	96	94	95	97	1110	
2017	57	90	73	92	73	65	76	97	70	59	58	39	849	
2018	43	44	37	42	40	30	43	41	43	42	32	39	476	
2019	43	45	41	42	32	34	47	40	18	0	0	0	342	
2020	9	8	8	44	28	32	30	40	34	34	34	34	335	

Workshops offered in-person were paused from mid-March through the end of June of PY2019. Virtual workshops begin in July of PY2020.

3. Coordinate with partners to host workshops
 - a. Ask partners to require attendance to workshops

Partners are given SC Works Center workshop calendars each month. DEW and SC Legal Aid have been conducting employability, expungement, financial, and computer classes for SC Works customers.

Objective 5: Focus on quality workshop content and offerings. Quality should extend to what is currently offered, what may be offered in the future, and workshop delivery mechanisms.

Key Action Strategies:

1. Investigate online options and bring recommendations to the OneStop Operations Committee for consideration
2. Evaluate best practices and implement strategies that will encourage both workshop quality content and attendance
 - a. Tie workshops to other SC Works events
 - b. Offer networking workshops with soft skills topics and job leads
 - c. Recruit employers to lead workshops about soft skills and company requirements
3. Monitor workshop content, presentation and feedback
4. Annually evaluate what workshops are best suited for participants in the workforce system

Workshops are evaluated at the end of each session. Participants complete a formal survey of the workshop, asking about quality content, presentation, and materials as well as opportunities for improvement.

Workshops were offered in-person until mid-March 2020. Workshops were reinstituted virtually in July 2020. No in-person workshops are offered currently.

Eckerd has purchased EBSCO learning as a virtual option for participants to login remotely. Participants can complete a variety of job search related soft skills, including interviewing tips, resume writing, communication skills, etc.

Goal II. Increase employer engagement in WIB and WIB Activities.

The One Stop, Youth, and Disabilities Committees will be responsible for the attainment of this goal and will be responsible to complete the objectives and strategies to facilitate its successful attainment.

Key Objective:

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

Key Action Strategies:

1. Investigate WorkKeys profiler resources and establish referral processes
2. Develop a plan to share WorkKeys profiling process with local area SHRM either through staff or partner presentations
3. Identify potential sources of funding opportunities
 - a. Secure additional funding through partnerships and grants to increase WorkKeys profiles

Data supplied by Phillips Staffing:

In 2016, the total number of profiles completed in the three counties was 34.

Anderson-10 Profiles	First Quality, Mergon, McLaughlin, Chomorat
Oconee-18 Profiles	Itron, BASF, Borg Warner, Koyo
Pickens-6 Profiles	Pickens County Schools, St. Jude

Goal concluded on June 30, 2019 with the dissolution of the Work Ready Communities. Final results remained 34. Concerns regarding hiring

Key Objective:

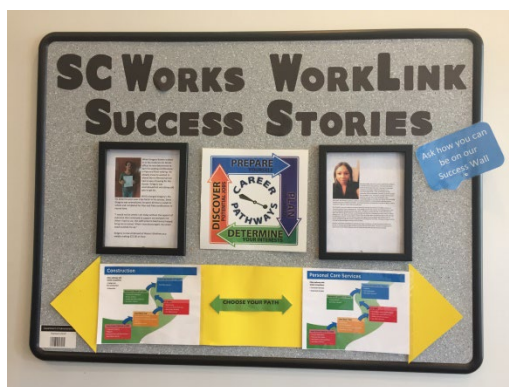
- B. Continue to build a better understanding of the employee skill level needs in the area through better coordination with work force development partners.

Key Action Strategies:

1. Determine in-demand jobs in the market area, and skills required to fill those jobs
 - a. Administrative and Support and Waste Management and Remediation Services
 - b. Health Care and Social Assistance
 - c. Manufacturing
 - d. Professional, Scientific, and Technical Services
 - e. Construction

One occupational exception: CDL Truck Driver

2. Review the current skill level of our participants; determine gaps
 - a. On-going; participants are trained in in-demand career fields that align with our industry clusters.
3. Develop outreach materials specific to career paths (include educational resources) that need to be pursued in order to be employed in those jobs
4. Review career pathways options (developed on current in-demand occupations), including job opportunities, educational resources, and expected wages, with job seekers and customers



A success story board has been created in the foyer of the Clemson SC Works Center. The board features participants and customers that have made a successful change or progression in their career and includes information on how to progress along their career path for those that may be interested.

Key Objective

- C. Work with businesses and employers to develop a better understanding of WorkKeys profiles needed by industry sector.

Key Action Strategies:

1. Discuss with Economic Development offices and partners in workforce training to determine utilization rate of WorkKeys
2. Survey local SHRM organization members on WorkKeys utilizations, profile descriptions by company, and categorize by industry

Goal concluded on June 30, 2019 with the dissolution of the Work Ready Communities.

Key Objective

- D. Increase the number of employers using the Work Force Development system and services by **5% per** year.

Unique Employers using our Services:

Program Year	Unique Employers Served	Goal	Running Goal	Difference	Outcome
2014	694				Baseline
2015	1100	35	729	371	Meets
2016	1075	55	1155	-80	Does Not Meet
2017	987	54	1129	-142	Does Not Meet
2018	670	49	1036	-366	Does Not Meet
2019	787	34	704	84	Meets
2020	1340	39	826	514	Meets
Goal 5% increase YoY					

Overall, met the 5% goal in three of the six program years. We discovered employer services are directly tied to Unemployment rate. The higher the unemployment rate the higher the demand for services.

Employers using our services in total:

Program Year	Employers Served	Goal	Running Goal	Difference	Outcome
2014	1991				Baseline
2015	2330	100	2091	239	Meets
2016	2105	117	2447	-342	Does Not Meet
2017	1992	105	2210	-218	Does Not Meet
2018	1211	100	2092	-881	Does Not Meet
2019	1425	61	1272	153	Meets
2020	1712	71	1496	216	Meets

Overall, met the 5% goal in three of the six program years. We discovered employer services are directly tied to Unemployment rate. The higher the unemployment rate the higher the demand for services.

Services provided to Employers:

Program Year	Employer Services	Goal	Running Goal	Difference	Outcome
2014	4106				Baseline
2015	3062	205	4311	-1249	Does not Meet
2016	6214	153	3215	2999	Meets
2017	7574	311	6525	1049	Meets
2018	6996	379	7953	-957	Does not Meet
2019	6008	350	7346	-1338	Does not Meet
2020	9688	300	6308	3380	Meets

Overall, met the 5% goal in three of the six program years. In 2019 overall services were lower, but the number of employers using our system was higher, indicating that some employers were having trouble finding qualified candidates or retaining employees.

Key Action Strategies:

1. Establish baseline from PY14 employer services data
The number of unduplicated Employers using services in PY14 equaled 694. The number of services provided to 1,991 employers equals 4,106.
2. Improve the quality of services offered through SC Works Online Services by assisting job seekers with better information in the SCWOS system (i.e. resumes, job expectations, etc.)
 - a. Promote job matching and job listing abilities to the businesses in the community
 - b. Host informational sessions through the local SHRM groups on how to set up free SCWOS accounts and use job matching services
 - c. Send mailers to local industry HR department describing the system and services available
 - d. Make presentations to all SHRM groups over the next 6 months
 - e. Develop a database of business services and partner services and share with local DEW representatives

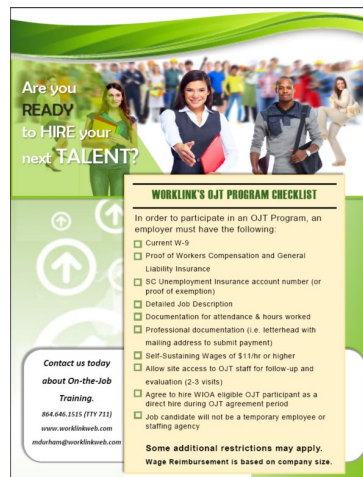
This has been an ongoing process. WIOA has put in place metrics associated with Employer Services leading to a concentration of staff on quality services. We have seen better documentation of services and customer service satisfaction.

Objective 5: Increase opportunities for existing and displaced workers, veterans, persons with disabilities, and youth through promoting On the Job Training, apprenticeship, and other “work-based learning” programs with businesses in the region.

Key Action Strategies:

1. Target business service outreach materials to promote work-based learning opportunities

Outreach brochures have been created for Business Services and On-the-Job Training.



2. Strengthen partnerships with businesses, other business service representatives
 - a. Communicate the need for work-based learning (OJT specifically) at SHRM, Plant manager meetings, and ED offices
 - b. Investigate Apprenticeships through DOL and the State
 - c. Support Apprenticeship Carolina in outreach efforts

- d. Collaborate with Apprenticeship Carolina in appropriate work-based learning endeavors
- e. Investigate grant opportunities that include work based learning opportunities
- f. Train Business Service team members on work based learning opportunities in the community, and promote appropriate opportunities to employers as needs arise
- g. Facilitate appropriate partner connections with the businesses

Staff have met with Apprenticeship Carolina and connected with our local economic development and Business Services Team to develop strategies to assist employers.

WorkLink has focused our employer services program around OJT and IWT.

On-the-Job Training	2015	2016	2017	2018	2019	2020
# of OJT Participants	23	5	2	8	3	1
Ave Hrly Wage	\$ 14	\$ 12	\$ 13	\$ 13	\$ 15	\$ 26
Total Training Hours	6310	2400	960	3406	1440	480
Total Ave Training Hours	274	480	480	426	480	480
# of Employers	6	2	2	5	3	1
Total Reimbursement Pd	\$ 55,952	\$ 16,151	\$ 9,360	\$ 29,310	\$ 11,437	\$ 9,180
Total Ave Reimbursement	\$ 2,433	\$ 3,230	\$ 4,680	\$ 3,664	\$ 3,812	\$ 9,180

Goal III. Build upon existing partnerships and collaborations between workforce system service providers to better integrate the workforce development system.

Key Objective:

- A. Map out existing agency partnerships and collaborations to identify gaps in services and opportunities for additional partnerships and collaboration.

Key Action Strategies:

1. Identify services relevant to customers served by the SC Works Centers
2. Research and formalize referral processes to share among staff
3. Develop map of services with input of operator
4. Share map to post in SC Works Centers, Adult Education Centers, and other training facilities
5. Assign the “gap in services” results to appropriate committee for plan development

Steps taken to insure relevant information is shared on a regular basis include:

- Outreach brochures that include partners developed.
- Quarterly partner meetings held to discuss referrals and processes.
- Resource and referral manual in the process of being developed. Regularly shared and updated with partners and staff.
- Links to partners provided through the WorkLink website.
- 2-1-1 promoted. SC Works information reviewed and updated as needed.



Key Objective

- Maintain and support the One Stop Operator that is responsible for convening service providers and partner agencies.

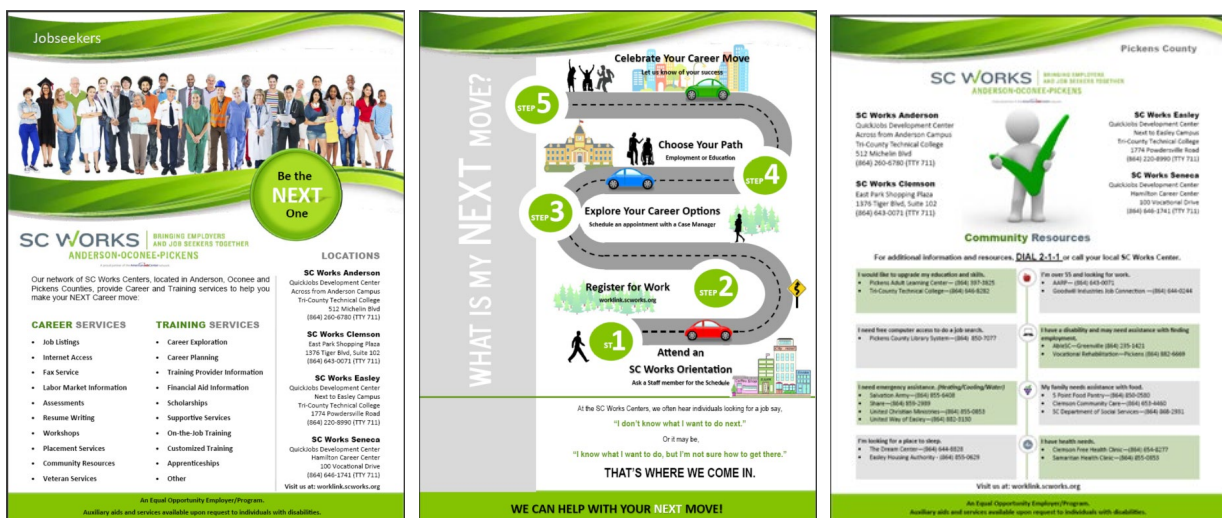
Key Action Strategies:

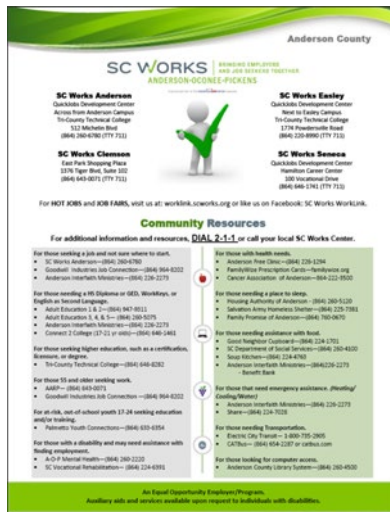
- Leverage existing relationships to grow meaningful partnerships with private/public partners

All Memorandum of Understandings are co-developed with partners, WorkLink, and the Center Manager. TANF has co-located in the SC Works Centers in 2018.

- Develop information resources (flyers, graphics, etc.) to facilitate better understanding of partner resources and interactions

Outreach brochures for partners and SC Works have been developed.





Key Objective

- C. Maintain and support the One-Stop Operator's efforts to collect data and regularly report to the WIB as part of their efforts to certify/re-certify the One Stop Centers.

Key Action Strategies:

1. Utilize surveys to help collect data that is not readily available via traditional sources
2. Research and stay abreast of any updates regarding new One-stop certification standards as issued by the State.
3. Evaluate new information from the state and provide relevant information to the board regarding any required changes to achieve/maintain certification

The Clemson SCWorks Center was certified in 2017. A revised SC Works Certification State instruction letter was issued in 2018 requiring a renewal of the Clemson SC Works Center certification, and initial certification of the satellite Centers. All Centers were certified as of June 2019 and documentation was submitted to SC Department of Employment and Workforce. Renewal certifications are due in three years.