

Kaua'i Workforce Investment Board Strategic Plan

For a comprehensive, flexible and
responsive workforce education and training system

2003 - 2005

The KWIB would like to thank the following individuals for their contribution to the development of this plan:

Tom Cooper, Peggy Cha, Jonathan Chun, Tracy Hirano, John Isobe, Remi Meints ,Lori Uyeda Maria Medua,

Part I. Vision/Mission/Goals

Vision:

A Kaua'i workforce which is aligned with economic development objectives and provides a globally competitive workforce which promotes a diverse and prosperous economy while preserving the island's unparalleled quality of life.

Mission:

The KWIB's mission is to advance a demand-driven workforce development system.

System-wide Strategic Goals:

- 1) Individuals have challenging, meaningful and rewarding employment
- 2) Employers enjoy a competitive advantage provided by a highly skilled workforce
- 3) All Kaua'i Islanders enjoy a high quality of life provided by a diverse and growing economy
- 4) Taxpayers benefit from a maximum return on their investment in workforce education and training

Guiding Principles:

- 1) Strengthen the governance and leadership role of the KWIB.
- 2) Implement a systems approach for a competitive workforce advantage.
- 3) Systematically develop and revise strategic plans in response to community workforce needs
- 4) Take KWIB to the next level

Part II. Strategic Directions

The KWIB recognizes the following overarching Strategic Directions

Alignment

Build a demand-driven system which:

- Clearly reflects the employment needs of representative industry clusters
- Knows the status of the available labor pool
- Promotes strategies to assure a competitive labor pool in terms of quantity and quality

Awareness

- Create a sense of urgency at the state and local level about the importance of a competitive workforce
- Assure that industry clusters, employers, and workers know of the available workforce development support services

Access

To look for and work to eliminate barriers which inhibit workers from getting the education and training needed to be employable and employers from getting the quantity and quality of the workforce needed

Accountability

Developing systems to measure and report state/local impact of a workforce development system

Part III. System-wide Strategic Activities

Goal 1. Individuals have challenging, meaningful and rewarding employment	
<p>Activities:</p> <ol style="list-style-type: none"> 1.1. Expand partnerships at the local level to ensure access to labor market information and career planning services. 1.2. Promulgate the established career pathways and career advising services that span secondary and postsecondary systems. 1.3. Expand access for adults to education and training at eligible training providers throughout the state, as well as employer sponsored on-the-job training. 1.4. Direct Youth Council to focus attention on dropout prevention, school preparation, career planning, work experience, entrepreneurship and post-secondary education or training. 1.5. Conduct community audit to collect demand side data to ensure that programs lead to real job opportunities. 1.6. Support adult literacy programs and ensure access to quality programs. (according to the Census 16.7% of the Kauai population over 25 years old has less than a 12th grade education) 	<p>Lead Organizations:</p> <p>Workforce Development Council (WDC), DOE/KCSA WorkWise! Consortium KWIB Youth Council Youth Provider/HING Eligible Training Providers (ETPs)</p> <p>Select Committees:</p> <p>KWIB Marketing Committee Business Education Partnership –Kauai High School DOE Career Counselors Cty Housing/HUD DLIR Research & Statistics Farm Bureau</p>
<p>The KWIB is focused on making the system seamless and fully integrated in order to maximize its benefits for the individual user. When fully implemented, individuals will be able to conveniently access services and programs provided by multiple agencies and institutions to satisfy their career needs. Services will be available from the most basic level to the skills and knowledge necessary for high skill/high wage employment. Students will successfully complete their programs, and the certificates and credentials earned will be universally accepted by providers and respected by employers.</p>	
<p>Indicators:</p> <ol style="list-style-type: none"> 1. a County per capita income, income growth rate and average annual wages compared to State (Kauai ranks third in terms of per capita income, has the slowest income growth rate of the 4 counties. Kauai County has the lowest average annual wage is the lowest among the 4 Counties.) 1. b Number of adults accessing workforce education and training programs 1. c Percentage of youth who have been accepted to a post-secondary educational program per the DOE Kauai Senior Exit Plan Survey. 1. d Number of youth using the One-Stop 	

Goal 2. Employers enjoy a competitive advantage provided by a highly skilled workforce.

The KWIB is focused on utilizing education and training investments as a tool to reconstruct Kauai's economy. When fully implemented, individuals can be assured that their investment in education and training will pay off, and employers will view the workforce preparation system as a competitive advantage and a strategic asset.

Activities:

- 2.1 Establish select committees to analyze the KWIB customer base and determine significant industry clusters. Produce annual updates of KWIB local Workforce Plans to continuously identify Kauai's needs and opportunities.
- 2.2 Improve employer access to information and services through outreach and marketing.
- 2.3 Involve WIB in review of all competitive workforce grant processes to ensure that grant funds address real needs.
- 2.4 Develop consistent method of determining the education and training needs of individual businesses, i.e. ongoing community audit procedures.
- 2.5 Use sectoral analysis to develop statewide industry specific workforce development plans.
- 2.6 Utilize industry recognized skill standards to guide curriculum development across all providers.
- 2.7 Establish industry cluster select committees to verify or revise skill standards and credential individuals meeting workplace requirements.
- 2.8 Support and enhance employer based training initiatives to serve the needs of incumbent workers.
- 2.9 Support State WDC report which emphasizes the need for technical education.

Lead Organizations:

- Workforce Development Council (WDC),
- DOE/KCSA
- WorkWise! Consortium
- KWIB Eligible Training Providers (ETPs)
- Youth Council
- Youth Provider/HING

Select Committees:

- Industry Cluster Committees
- JSEC
- Chamber of Commerce
- OED Specialists
- Mayor's High Tech Committee
- Elderly Affairs
- Contractor's Assn of Kauai

Indicators:

- 2. a. WIA outcomes of employment, retention and earnings change
- 2. b. County job growth compared to the state (Kauai added 2,450 new jobs in the last five years for a rate of 10.5%, well above the state's 4.5%)
- 2. c. Percent of employers using WorkWise!
- 2. d. Number of new and innovative training programs resulting from local and State employer needs analysis
- 2. e. Number of employer contracted training assessments that result in increased employer investment in worker training

The KWIB seeks ways in which the public and private sectors can work collaboratively to meet the employment needs of individuals and the workforce needs of employers, maximizing return on investment and reducing reliance on a wide range of public social programs.

Goal 3 - All Kaua'i Islanders enjoy a high quality of life provided by a diverse and growing economy

Activities:

- 3.1 Respond to the immediate skill needs of strategic industry sectors identified by local area.
- 3.2 Utilize KWIB to identify skill gaps that limit the ability of employers to compete successfully.
- 3.3 Develop flexible start-up funding sources to support innovative training programs and services.
- 3.4 Align on-going investments and new program development initiatives with needs of strategic industries.
- 3.5 Establish structured and long-term training collaborative of employers and providers to build worker skills.
- 3.6 Form public/private partnerships to pursue federal and foundation funds to address skill gaps.
- 3.7 Create incentives for students to train in targeted fields, and for employers to make these investments.
- 3.8 Respond to the workforce recommendations of the HTDC, DBEDT and Computer Educational Workgroup (Jeff Bloom et., al.) recommendations on how to prepare the future workforce for technology jobs.
- 3.9 Support the recommendations of the State WDC on youth workforce strategies, skill standards and entrepreneurship, increased labor participation, incumbent worker training, and local accountability.

Lead Organizations:

Workforce Development Council (WDC),
DOE/KCSA
WorkWise! Consortium
KWIB Eligible Training Providers (ETPs)
Youth Council
Youth Provider/HING
Select Committees:
KPAA
Hawaii Community Foundation
ALU Like Ex-Offender Prg.
Small Business Dev. Ctr.
ARC of Kauai
Rural Development
Planning Commission Member
Financial Institutions
Gov. Liaison

Indicators:

- 3. a. Tax revenues (from individual and corporate filings)
- 3. b. County job growth compared to the state
- 3. c. County per capita income, income growth rate and average annual wages compared to State
- 3. d. Number of new and innovative programs that respond to the needs of strategic industry sectors
- 3. e. Value and number of competitive education and training grants from Federal agencies and foundations

Goal 4- Taxpayers benefit from a maximum return on their investment in workforce education and training.

Activities:	Lead Organizations:
<p>4.1 Establish adequate funding for the KWIB, and develop policy recommendations and best practice guides. 4.2 Combine the expertise and resources of KWIB, KEDB, KVB, and Chamber of Commerce at the local level. 4.3 Develop a coordinated multi-agency professional development program organized around Performance Excellence principles. 4.4 Utilize customer (individual and employer) satisfaction data for local workforce programs and services. 4.5 Establish a longitudinal tracking system to assess the employment results of high school and post-secondary programs. 4.6 Establish process and outcome performance measures to guide decision making and to identify best practices. 4.7 Meet or exceed WIA performance objectives to qualify Kaua'i for federal incentive grants.</p>	<p>Workforce Development Council (WDC), DOE/KCSA WorkWise! Consortium KWIB Eligible Training Providers (ETPs) Youth Council Youth Provider/HING</p>
<p><i>The achievement of the Goals in this plan are dependent on the effective utilization of fundamental information gathering, performance assessment, and decision making practices that are essential for continuous improvement. When fully implemented, the staff of public agencies and institutions will be skilled in gathering and utilizing customer satisfaction and system performance data as a routine part of their work, and will use this information to improve system performance.</i></p>	<p>Select Committees: KWIB Program Committee</p>

<p>Indicators:</p> <p>4. a. The extent to which Kaua'i education and training programs meet and exceed their mandated performance objectives</p> <p>4. b. The extent to which Kaua'i education and training programs equal and exceed the performance of their counterparts in other states</p>
--

Part IV. Design Principles

The Board identified a set of principles to guide the development of this plan. These overarching statements reflect the concepts that the Board has found to be essential to development of an effective system.

- The customers of the system are individual Kaua'i Islanders and employer organizations.
- The system is responsive to the unique needs of regions within the County.
- Workforce investments must support economic development priorities.
- Continuous improvement of programs and services is essential.
- Comprehensive system-wide performance accountability is data driven.
- Collaboration among public providers and the private sector is the mechanism for action.
- Training is focused on broad industry areas – not narrow occupational skill sets.
- Industry recognized skill standards and credentials are the basis of all career pathways.
- Strong academic content is incorporated in all pathways to ensure career flexibility and advancement.
- Applied and work-based learning are integrated into all curricula.
- Modular, universal, and transferable credits apply across all programs and providers.
- Funding incentives must align with State policy and priorities.

Part V. Customer Service Continuums

Customer Service Continuums describe the services that the system should provide to its primary customers; individuals and the organizations that employ them. These services should be available separately or as part of an integrated sequence of services depending on the needs of the customer:

A. Services for Individuals:

Outreach/Marketing and Recruitment

Public awareness

Targeted recruitment

Intake and Assessment

Data gathering

Skills assessment

Program and funding eligibility determination

Career Advising

Reviewing labor market data and career options

Exploring Interests

Prioritizing Options

Support Services and Assistance

Transportation

Childcare

Education Financing

Education and Career Preparation

Basic skills

Secondary education

Alternative secondary

Vocational/technical skills

Apprenticeship

Employee retraining

Postsecondary education

Diplomas, certificates, degrees

Job Placement

Direct placement

On-the-job training

Supported employment

Internships/apprenticeships

Follow up

Post placement services

Continuing education and training opportunities

B. Services for Employers:

Outreach and Marketing

Public information

Surveys

Interviews

Sectoral focus forums

Needs Determination

Employee requirements

Advising on worker availability

Employee Recruitment / Screening

Local

Statewide

National

Skill Development

Skills gap assessment

Training program design

Training program delivery

Establishing career ladders

C. Services for the State's Economy

Strategic use of Education and Training Resources

Local WIB data and information gathering

Identification of local skill gaps

Targeting resources toward the best jobs

Selling Our Workforce Advantage

Quality of the workforce
 Effectiveness of the workforce development system
 Using the workforce to attract desirable employers
 Using the workforce to retain and support desirable employers
Workforce as a Proactive Economic Development Resource
 Targeting workforce investments on key sectors

Using workforce investments to nurture and grow key sectors
Employee Placement / Matching
 Referral of qualified individuals
 Advising on incentives
 Retention and follow-up

The KWIB Strategic Plan aligns the work of many organizations to describe a comprehensive and integrated workforce education and training system. In addition to identifying Lead Organizations for each Activity described in the Plan, these linkages are indicated with footnotes. These connections are indicated as follows.

