



Strategic Plan 2020

A Collaborative Initiative by the Members of The Workforce Development Council

The Landscape

With Hawaii's workforce opportunities at a steady incline and its economic forecast at an optimistic constant, the demand for a robust employer-driven workforce development strategy remains paramount. As emphasized in the WIOA Unified State Plan (p.112), "an employer – driven workforce system depends on the local system's ability to establish ongoing relationships with area businesses and training institutions that foster and champion employer's needs for skilled workers and provide job seekers with access to quality education, skills training and jobs." To build these alliances, a vigorous partnership must be cultivated with key stakeholders, employers, and policy advocates to collectively meet the needs of Hawaii's employers.

Under the leadership of the Workforce Development Council, the cultivation of this "symbiotic" employer-workforce system, depends on *an ongoing dialogue* aimed at creative approaches to building and sustaining a skilled workforce. To spearhead this conversation and begin working towards the goals of WIOA and the WDC, a thorough and thought-provoking strategic "grassroots" planning process was organized.

Committed to Collaboration and Innovation: The Strategic Planning Process

Over a six-month timespan and with the robust participation of roughly 30 vested council members, The Workforce Development Council member-participants were asked to come together to analyze, debate, and ultimately find consensus on a *strategic plan* that advocates and aligns innovative solutions to support Hawaii's workforce AND its employer demands.

The strategic planning process was vigorously structured to facilitate spirited discussion. The six-month "conversation" was designed to provoke and engage every participating constituent in an open dialogue around the direction of the WDC, and the goals required to meet the mission of WIOA.

The purpose of this document is to provide an authentic and functional strategic plan to supplement action on the WIOA Unified State Plan. Our strategic plan will assist in guiding decision-making and facilitating the ongoing efforts of the Workforce Development Council under the collective consideration key partners both internally and externally.

This plan document hopes to provide direction and act as a framework for accomplishing the council's collective goals and objectives. The plan is also considered a "living document" to be evaluated and adjusted regularly; and regarded as a tool for meeting group benchmarks.

With the diversity of the council members perspectives, access to resources, and requisite roles within the workforce community, this plan functions as a "unifying roadmap" to rally behind in order to achieve the mission set forth through WIOA, and by the council members, as described in this plan document.

This plan document is respectively drafted and submitted by Alish Roarty, of OnTrac Partners.

Perspective: WIOA & The Workforce Development Council

WIOA

The Governor's vision for Hawaii is to have a "state government that is honest, transparent, and responsive to its citizens". In accordance with the Workforce Innovation and Opportunity Act (WIOA), the Governor of each State has submitted a Unified or Combined State Plan to the U.S. Secretary of Labor that outlines a four-year workforce development strategy for the State's workforce development system. The publicly-funded workforce system is a network of core programs and partner agencies that provide a range of employment, education, training, and support services to help all jobseekers secure good jobs while providing businesses with the skilled workers they need to compete in the global economy.

WIOA requires better alignment of federal workforce investments in job training to integrate service delivery across programs and improve efficiency. One of WIOA's principal areas of reform is to require planning across core programs and to develop more comprehensive and integrated approaches to services, such as career pathways and sector strategies. WIOA requires robust relationships across programs and enhanced coordination and partnerships for strengthened service delivery.

The Workforce Development Council

Hawaii's Workforce Development Council developed a Unified State Plan that supports strong collaboration, is regionally sensitive, and aligns, coordinates and integrates workforce services to meet the needs of employers and employees in order to cultivate a prospering economy.

The WDC goals stated in the Unified State Plan were designed to prepare an educated and skilled workforce, while meeting the workforce needs of employers. Specifically, the *Workforce Development System* has set forth the following 5 key goals:

- 1) provide coordinated and aligned services;
- 2) provide programs to populations with barriers to employment;
- 3) to develop strategies and systems that integrate training and education, and move skilled job seekers into growth industries;
- 4) augment the high unemployment rate;
- 5) engage employers in the workforce system to address industry talent shortages.

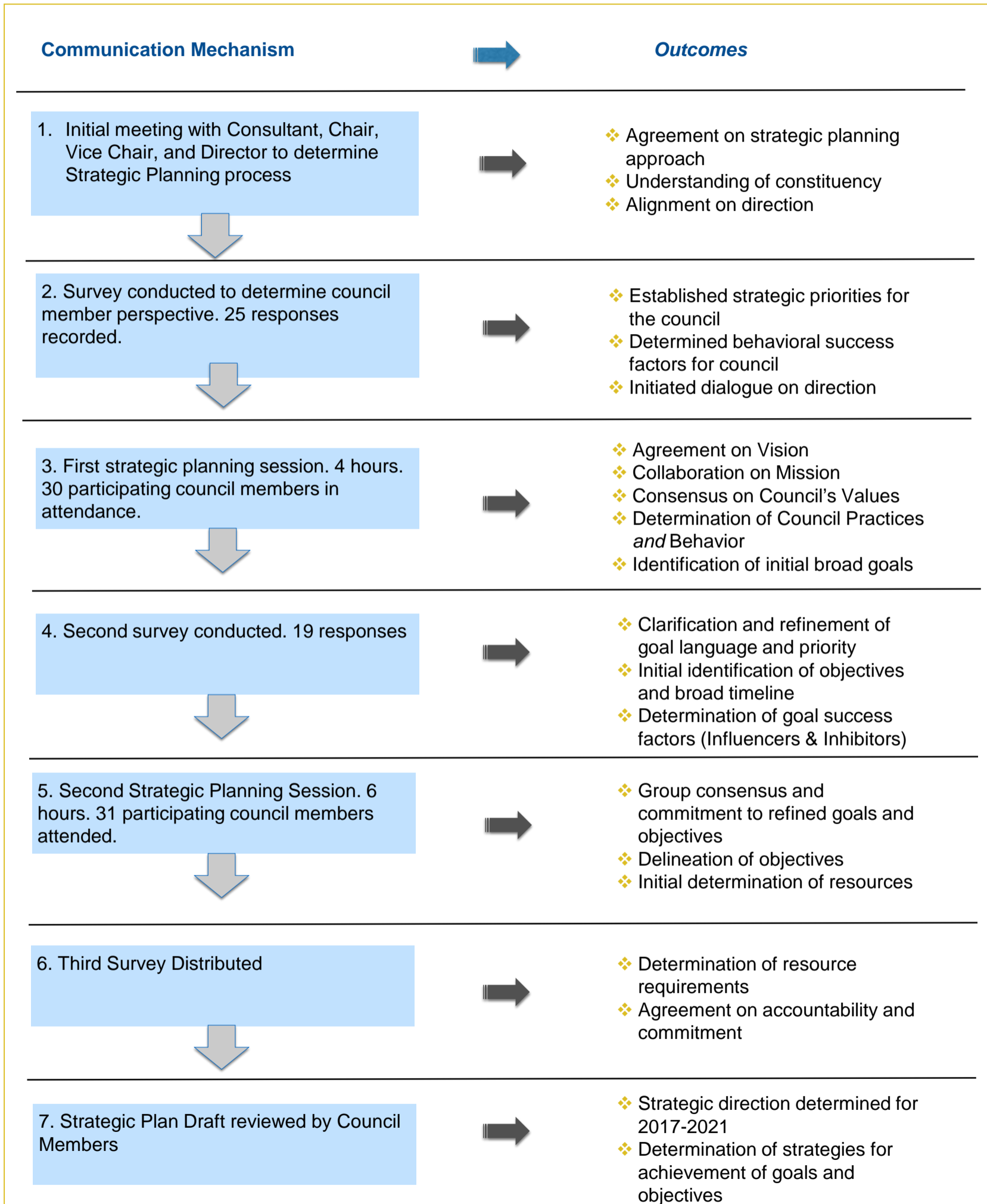
The Workforce Development Council developed the leadership council to facilitate decision making and transparency around workforce planning and policy. Constituents are appointed and selected by the Governor to analyze, research, advocate, and drive decisions that influence workforce planning and development.

Through their commitment to the WDC and its purpose, constituents act as community leaders, facilitators, interpreters, and experts on both employer and employee needs alike. The WDC council members see their member roles to involve the following responsibilities:

- Ongoing dialog with all stakeholders, including the community at large;
- Assisting the WDC in representing itself as an effective and transparent public agency;
- Monitoring and balancing of "stakeholder satisfaction", to ensure the right message is being received and conveyed by WDC;
- Acting as facilitators and integrators of industry workforce needs and the Federal, State and City resources to develop the future workforce;
- Building opportunities for workforce/ employee professional growth;
- Helping the state grow economically by developing programs that create a highly skilled and well-prepared workforce;
- Providing voice and inclusion through and by the stakeholder community in order to achieve the goals of the WDC;
- Networking in the business community to seek private sector input, engagement, and participation;
- Innovating new ways to develop future programs to better service the needs of the current and incoming workforce.



The WDC Strategic Planning Process



Workforce Development Council Strategic Planning Sessions Participants

This strategic plan document has been made possible with the commitment, determination, and collective consideration of the council members listed below. Through large and small group discussion, the participating council members came together and collectively defined and articulated well-constructed *Mission, Values, Goals, and Objectives* for 2017 and beyond. Thank you for your analysis, expertise, and time!

- **Leslie Wilkins**, WDC Chair and Chair, Maui County Workforce Development Board
- **Alan Hayashi**, WDC Vice Chair and Owner, Consult 808
- **Susan Akiyama**, Designee for Mayor William Kenoi, Hawaii County
- **Evelyn Barfield**, Human Resources Business Partner, Meadow Gold Dairies
- **Nalani Brun**, Designee for Mayor Bernard Carvalho, Kauai County
- **George Costa**, Designee for Mayor Bernard Carvalho, Kauai Count
- **David De Luz, Jr.**, Chair, Hawaii County Workforce Development Board
- **Carl Hinson**, Director of Workforce Development, Hawaii Pacific Health
- **Leonard Hoshijo**, Designee for Linda Chu Takayama, Director, Dept. of Labor & Industrial Relations
- **Bernadette Howard**, Designee for David Lassner, President, University of Hawaii County Workforce Development Board
- **Susan Foard**, Designee for **Jason Ito**, Director of Administration, Labor & Community Relations, Kyo-Ya Hotel & Resorts
- **Glen Kaneshige**, President, Nordic PCL Construction, Inc.
- **Joanne Kealoha**, Social Services Coordinator, ILWU Local 142
- **Elizabeth Kim**, Designee for David Ige, Governor, State of Hawaii
- **Yang-Seon Kim**, Designee for Luis Salaveria, Director, Dept. Business, Economic Development & Tourism
- **Ian Kitajima**, Director of Corporate Development, Oceanit
- **Sean Knox**, President, Hawaii Employment Services
- **Connie Mitchell**, Executive Director, Institute for Human Services
- **Deborah Miyao**, Designee for Kathryn Matayoshi, Superintendent, Dept. of Education
- **Alicia Moy**, President, Hawaii Gas Co.
- **Scott Murakami**, Designee for David Lassner, President, University of Hawaii
- **Brian Nagami**, Designee for Mayor Alan Arakawa, Maui County
- **Rep. Mark Nakashima**, Hawaii State House of Representatives
- **Sheryl Nojima**, President of Gray, Hong, Nojima and Associates
- **Shannon Okinaka**, Executive Vice President & CFO, Hawaiian Airlines
- **Albert Perez**, Designee for Pankaj Bhanot, Director, Dept. of Human Services
- **Edward Richardson**, Major General (Retired), Owner, Edward V. Richard, LLC
- **Charles Shima**, Training Coordinator, Plumbers Union Local 675
- **Barry Taniguchi**, Chairman & CFO, KTA Super Stores
- **Sunshine Topping**, Vice President of Human Resources, Hawaiian Telcom
- **Marian Tsuji**, President, Lanakila Pacific
- **John Vannatta**, Designee for Kathryn Matayoshi, Superintendent, Dept. of Education
- **Richard Vieira**, Director of Training, District Council 50, Intl. Union of Painters & Allied Trades
- **Elizabeth Whitehead**, Executive Vice President & CAO, American Savings Bank
- **Winona Whitman**, Employment & Training Director, Alu Like, Inc.
- **Edward Yamamura**, Franchise Owner, McDonald's
- **Barbara Yamashita**, Designee for Mayor Kirk Caldwell, City and County of Honolulu

WDC Committees

The purpose of the council (sub)committees is to ensure accountability and representation for *and by* constituent stakeholders. The committees act as collaborative “think tank” working teams to analyze, innovate, and implement strategic goals.

Employer Engagement Committee

Builds strategies to promote private sector engagement in workforce planning



- **Barry Taniguchi**
- Jason Ito
- Beth Whitehead
- Glen Kaneshige
- Brian Tatsumura
- Betsy Kim

Career Pathways & Sector Strategies

Increases strategic opportunities for employment, education, and training; while promoting policy for sector returns on economic growth



- **Sunshine Topping**
- Alicia Moy
- Shin Ho
- Bernadette Howard
- Sean Knox

Youth Services

Ensures promotion and planning of cross-generational workforce partnerships



- **Ian Kitajima**
- Leialoha Sanchez
- Evelyn Barfield
- Edward Yamamura
- Sen. Gil Keith-Agaran
- Barbara Yamashita
- Albert Perez
- Catherine Scardino

Data Management & Technology

Provides strategic IT *solutioning* to empower workforce development planning and communication



- **Scott Murakami**
- Sheryl Nojima
- Rep. Mark Nakashima
- John Vannatta
- Jim Tollefson
- Brian Nagami
- Susan Akiyama
- Nalani Brun

Military & Veteran Affairs

Supplies advocacy for strategic alignment of workforce planning as it applies to veterans and military institutions



- **Edward Richardson**
- Glenn Alcalde
- Richard Vieira
- Chuck Shima
- Elaine Young
- Evelyn Barfield

Performance Measures & Accountability

Ensures policy planning and development accuracy, ownership, and results



- **Carl Hinson**
- Marian Tsuji
- David DeLuz, Jr.
- Winona Whitman
- Connie Mitchell
- Joanne Kealoha
- Leonard Hoshijo
- DBEDT Rep: Mary Alice Evans or Yang Seon Kim

Finance

Facilitates budgeting, projections, and funding solutions for strategic objectives



- **Shannon Okinaka**
 - George Costa
-

Vision, Mission, Values, Practices

Our Vision

The Workforce Development Council’s vision is to ensure all employers have competitively-skilled employees, and all residents have sustainable employment and self-sufficiency.

Our Mission

It is the intent of the Hawaii Workforce Development Council to support and guide the implementation of the Unified State Plan through active collaboration and regional sensitivity; for the purpose of aligning, coordinating and integrating workforce services to meet the needs of employers and residents in order to foster a robust economy.

Our Values

- ✦ **Collaboration and Teamwork**
- ✦ **Commitment and Determination**
- ✦ **Innovation**
- ✦ **Adaptive and Change Ready**
- ✦ **Accountability and Responsibility**
- ✦ **Integrity**

Our Practices

- ✦ Listen
- ✦ Share
- ✦ Communicate
- ✦ Appreciate
- ✦ Include
- ✦ Trust
- ✦ Build Consensus
- ✦ Compromise
- ✦ Be Present
- ✦ Be Determined
- ✦ Stay Focused
- ✦ Prepare
- ✦ Care
- ✦ Learn
- ✦ Follow Through
- ✦ Take Risks
- ✦ Go Big
- ✦ Fail
- ✦ Research
- ✦ Query
- ✦ Partner Resource
- ✦ Envision
- ✦ Refine
- ✦ Be Curious
- ✦ Be Flexible
- ✦ Be Confident
- ✦ Be Open
- ✦ Integrate Feedback
- ✦ Think Forward
- ✦ Say “Yes”
- ✦ Track
- ✦ Measure
- ✦ Progress
- ✦ Steward
- ✦ Share Ownership
- ✦ Stay Goal Driven
- ✦ Be Trustworthy
- ✦ Be Credible
- ✦ Be Honest
- ✦ Be Consistent
- ✦ Walk the Talk

Our Strategic Approach

Through the dynamic leadership collective of the Workforce Development Council and its sub-committees, the strategic priorities for years 2017-2021 target robust engagement of Hawaii's employers. This requires building a strong communication vehicle and message for connecting employers and employees, through employer-driven educational channels, to design a successful workforce pipeline for the years to come.

By committing to collaboration, innovation, and accountability, the WDC will vigorously promote the workforce needs of employers. The council seeks to accomplish this through the creative ideas, progressive communication, and inspired activities of the council.

Employer Engagement & Sector Strategies and Career Pathways Committees

- ❖ Goal #1: Establish training and educational strategies to develop and improve the skills and knowledge of employees and job seekers based on employer requirements.

Performance Measures & Accountability Committee

- ❖ Goal #2: Identify and communicate a dynamic system for job forecasting for the next 3-5 years.

Data Management & Technology Committee

- ❖ Goal #3: Provide online job bank and searching capabilities.

Youth Services Committee

- ❖ Goal #4: Ensure appropriate policies exist to improve workforce pipeline development including apprenticeship and internship programs; as well as entrepreneurship strategies.

Sector Strategies and Career Pathways & Employer Engagement Committees

- ❖ Goal #5: Construct an informational campaign to engage employer and workforce involvement within each sector

Our Strategic Priorities

Build a thriving workforce in Hawaii through proactive employer involvement.

Ensure Hawaii's workforce is prepared for the jobs of the future.

Connect job seekers to current and future employment.

Empower the future workforce and economy through policy that promotes professional development.

Promote partnerships between employers and employees through strategic communication.

Strategic Priorities, Goals, and Objectives

	Strategic Priorities	Goals	Objectives
1	Build a thriving workforce in Hawaii through proactive employer involvement	Establish training and educational strategies to develop and improve the skills and knowledge of employees and job seekers based on employer requirements	<ul style="list-style-type: none"> ✦ Identify and assess current and future workforce development needs and core competencies. ✦ Engage all stakeholders to assist with developing and implementing educational and training strategies. ✦ Develop a committed/accountable framework with the necessary investment by public/private partners. ✦ Identify critical employment sectors
2	Ensure Hawaii's workforce is prepared for the jobs of the future	Identify and communicate a dynamic system for job forecasting for the next 3-5 years	<ul style="list-style-type: none"> ✦ Identify Resources for the continued maintenance and development of the system ✦ Identify funding streams/partners, i.e. WIOA, Chamber of Commerce, and grants. ✦ Identify industry groups to partner with on access to funds and data. ✦ Develop a Comprehensive Communication Plan
3	Connect job seekers to current and future employment.	Provide online job bank and searching capabilities	<ul style="list-style-type: none"> ✦ Identify multiple platforms used by core partners ✦ Develop integration plan for sharing data ✦ Secure funding ✦ Address data inconsistencies, such as time-series to ensure data relevancy ✦ Incorporate labor underutilization rates
4	Empower the future workforce and economy through policy that promotes professional development.	Ensure appropriate policies exist to improve workforce pipeline development including apprenticeship and internship programs; as well as entrepreneurship strategies.	<ul style="list-style-type: none"> ✦ Promote representation across generations at all levels ✦ Foster professional development for local boards ✦ Drive workforce awareness for current and future opportunities within various industries. ✦ Conduct a policy scan to seek out best practices ✦ Implement employer-led decision-making to build systems to support hiring priority populations with employment barriers.
5	Promote partnerships between employers and employees through strategic communication	Construct an informational campaign to engage employer and workforce involvement within each sector.	<ul style="list-style-type: none"> ✦ Partner and contract a Public Relations firm ✦ Design a communications strategy ✦ Identify communication partners and resource channels ✦ Clarify benefits for employers and employees ✦ Build a message and concept brand

STRATEGIC PRIORITY

Build a thriving workforce in Hawaii through proactive employer involvement.

In accordance with the Workforce Development Council’s purpose to continuously improve workforce development programs into a streamlined system, a critical need exists for a robust communication strategy that connects the workforce with sector employers. The *Employer Engagement Committee*, in partnership with the *Sector Strategies & Career Pathways Committee*, have designed a 2-5 year goal to establish training and educational strategies based on employer requirements and needs. Critical objectives for success include identifying the gaps between the labor market and employer requirements; engaging the DOE, UH, and other educational institutions in training; and developing strategic partnerships within the council to create a solid communication and action plan for building employer partnerships and alliances.

GOAL 1

Establish training and educational strategies to develop and improve the skills and knowledge of employees and job seekers based on employer requirements

Objectives

- † Identify and assess current and future workforce development needs and core competencies.
- † Engage all stakeholders to assist with developing and implementing educational and training strategies.
- † Develop a committed/accountable framework with the necessary investment by public/private partners.
- † Identify critical employment sectors

Support Criteria

- Correct identification of needs
- Futurist job identification
- Access to relevant data
- A continuum of coordination, collaboration, and commitment

Projected goal target period: 2018 - 2021

STRATEGIC PRIORITY

Ensure Hawaii’s workforce is prepared for the jobs of the future

The core of the Workforce Development Council’s mission is to prepare Hawaii residents for the jobs of the future. The *Performance Measures and Accountability* committee recognizes the need for an effort toward identifying and communicating a system for effective forecasting is essential for all committee goals to derive data-based planning and decisions from. A system for job forecasting ensures policy planning and development accuracy, ownership, and results. The initial objectives for 2017 are to identify funds and industry group partners, and to work toward a communication plan that encompasses job forecasting for all involved stakeholders and constituents.

GOAL 2

Identify and communicate a dynamic system for job forecasting for the next 3-5 years

Objectives

- ✦ Identify Resources for the continued maintenance and development of the system.
- ✦ Identify funding streams/partners, i.e. WIOA, Chamber of Commerce, and grants.
- ✦ Identify industry groups to partner with on access to funds and data.
- ✦ Develop a Draft Communication Plan.

Support Criteria

- Continued facilitation with futurist/ economist.
- Effective interpretation and extrapolation of data
- Accuracy in job forecasting
- Strength in collaboration
- Timing should be related to grant timing already in place.



Projected goal target period: 2017 - 2018

STRATEGIC PRIORITY

Connect job seekers to current and future employment.

Throughout the strategic planning collaboration, the need evidenced for a central platform, location, or portal for “real time” information-sharing across all stakeholder groups. The Data Management and Technology Committee goal of providing online job bank and searching capabilities though a central location would create a central “nerve center” of information-sharing for job seekers and job providers alike. The urgency to fill this need compels the committee members to establish the 2017 strategies and objectives in order to secure funding, identify partners, understand data relevancy, and design an integration plan.

GOAL 3

Provide online job bank and searching capabilities

Objectives

- ✦ Identify multiple platforms used by core partners.
- ✦ Develop integration plan for sharing data.
- ✦ Secure funding.
- ✦ Address data inconsistencies, such as time-series to ensure data relevancy.
- ✦ Incorporate labor underutilization rates.

Support Criteria

- Effective coordination and continued collaboration of key partners
- Accurate data sources and submittals
- Funding
- Sector leader involvement
- Effective IT integration
- Portal ownership and maintenance



Projected goal target period: 2017 - 2018

STRATEGIC PRIORITY

Empower the future workforce and economy through policy that promotes professional development.

With the 2016 shift in the national workforce population leaning toward a millennial majority, the need for employer-led generational collaboration is stronger than ever. At the core of the *Youth Services Committee* is the strategic priority of empowering and equipping the future workforce through policy promoting professional development. Youth Services five-year goal of ensuring appropriate policies exist to improve pipeline development requires an assertive approach to engaging employers to design a continuous partnership and collaboration with the current and future workforce. Shorter term objectives require reviewing best practices, promoting balanced representation across generations, and supporting professional development for local boards.

GOAL 4

Ensure appropriate policies exist to improve workforce pipeline development including apprenticeship and internship programs; as well as entrepreneurship strategies

Objectives

- ✦ Promote representation across generations at all levels.
- ✦ Foster professional development for local boards.
- ✦ Drive workforce awareness for current and future opportunities within various industries.
- ✦ Conduct a policy scan to seek out best practices.
- ✦ Implement employer-led decision-making to build systems to support hiring priority populations with employment barriers.

Support Criteria

- Vested and committed leadership
- Budget/ Funding
- Employer participation
- Perspective alignment
- Data access

Projected goal target period: 2018 - 2021

STRATEGIC PRIORITY

Promote partnerships between employers and employees through strategic communication

Employer engagement is not only crucial for Hawaii’s workforce development, but also fundamental for industry stability and prosperity. Industry-workforce partnerships are the number one strategic priority for WIOA, the WDC, and the council. The *Sector Strategies & Career Pathways Committee*, in partnership with the *Employer Engagement Committee*, recognizes this need as paramount, and has designed the strategic goal of constructing a comprehensive informational campaign aimed at engaging sector employers and employees. The Sector Strategies and Career Pathways committee will partner with other committees within the council to build the communication message and brand. The WDC will assist in identifying funding and strategic partners, including a public relations team, to assist with campaign branding and eventual message distribution.

GOAL 5

Construct an informational campaign to engage employer and workforce involvement within each sector

Objectives

- ✦ Partner and contract a Public Relations firm.
- ✦ Design a communication strategy.
- ✦ Identify communication partners and resource channels.
- ✦ Clarify benefits for employers and employees.
- ✦ Build a message and concept brand.

Support Criteria

- Key leadership support
- Budget/ Funding
- Employer participation/ private sector champions
- Expertise
- Data access
- Coordination and cohesion

Projected goal target period: 2017 - 2020

Strategies – Next Steps

Although the five committees distinguished (5) separate and unique goals and objectives, there was significant consensus around initial strategies required for action. These aligned strategies include:

Identify Sources of Funding and budget needs to meet goals for plan implementation and action.

Distinguish Key Partnerships to collaborate on shared resources and collective purpose.

Design Plans for communication, integration, and ongoing collaboration.

Commit to actively participating in the collective goals of the Workforce Development Council.

Determine critical data sources.