

STATE OF HAWAII  
SENIOR COMMUNITY SERVICE EMPLOYMENT  
PROGRAM (SCSEP)

STATE PLAN  
PROGRAM YEARS 2012-2015

Enclosure 1

**STATE OF HAWAII  
SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM (SCSEP)  
STATE PLAN FOR PROGRAM YEARS 2012 to 2015**

**SECTION 1. GOVERNOR'S DELEGATION**

Governor Neil Abercrombie's letter dated April 25, 2012 delegated the State of Hawaii, Department of Labor and Industrial Relations, Workforce Development Division (DLIR/WDD), as the State agency responsible for the administration and oversight of the State SCSEP funds in Hawaii. A copy of Governor Abercrombie's letter is included as Appendix 1. DLIR/WDD has the responsibility of developing and submitting the SCSEP State Plan as well as the grant application for Title V, Older Americans Act funds. Mr. Dwight Takamine and Ms. Audrey Hidano, Director and Deputy Director of the Department of Labor and Industrial Relations, respectively, have been delegated as our authorized signatories for this grant.

**SECTION 2. DESCRIPTION OF PLANNING PROCESS**

To ensure the continuation of SCSEP services, DLIR/WDD submitted our grant application for Program Year 2012 funds on May 21, 2012, as required, and received our Notice of Obligation for Program Year 2012 effective July 1, 2012. Contracts with all subproject operators were executed effective July 1, 2012.

As the SCSEP State Plan is for a four-year duration compared to the Workforce Investment Act/Wagner-Peyser's five-year plan, Hawaii elected to do a stand-alone SCSEP State Plan. The SCSEP State Plan for Program Years 2012-2015 is due to the U.S. Department of Labor by September 15, 2012.

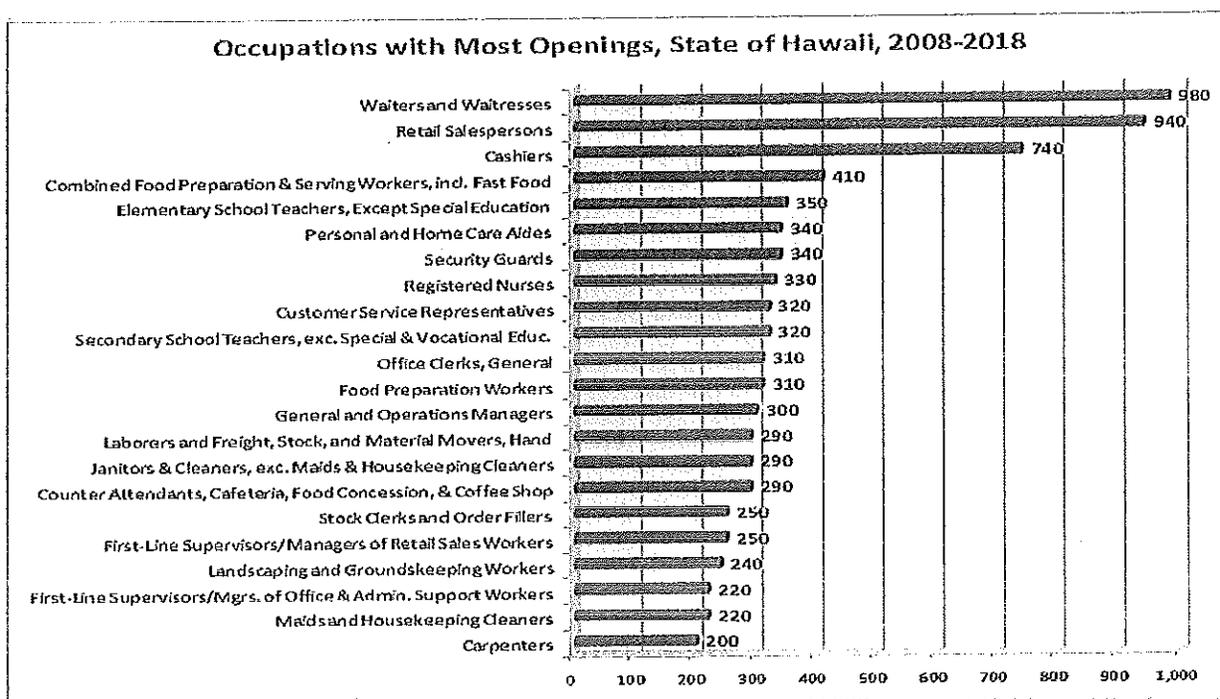
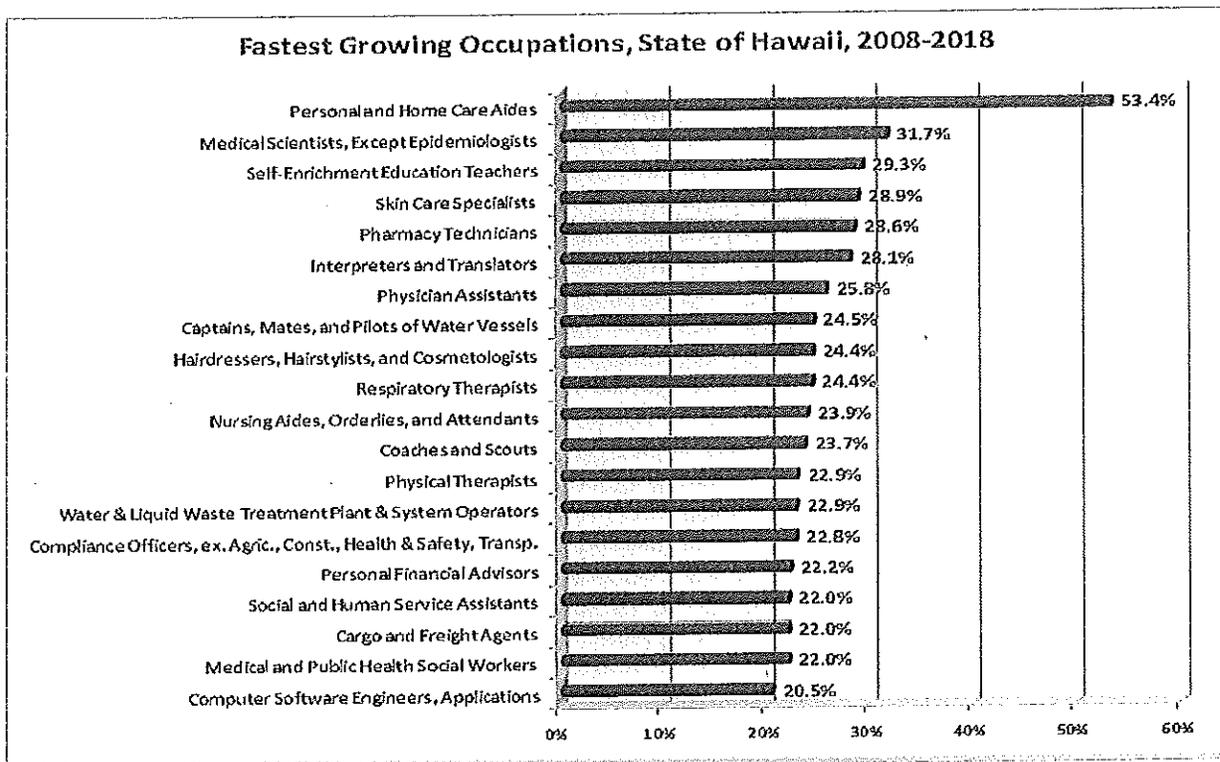
DLIR/WDD sent a letter to key community partners serving our target population requesting their input into the development of our SCSEP plan (see Appendix 2). Attached to each letter was a Summary of Planned Services for the Program Year 2012 Senior Community Service Employment Program in the State of Hawaii (Appendix 2a). Along with their comments and recommendations, recipients of the letter were asked to identify specific community service needs within their community. The recipients of the our letter and Summary of Planned Services represent the State and Local Workforce Investment Boards, Labor Organizations, Business Organizations, Public/Private Nonprofits, Community Based Organizations, the State and Area Agency on Aging (AAA), Grantees and Subgrantees under Title III of the Older Americans Act, SCSEP Subproject Operators, and the Affected Communities. A list of recipients and their association is included as Appendix 2b.

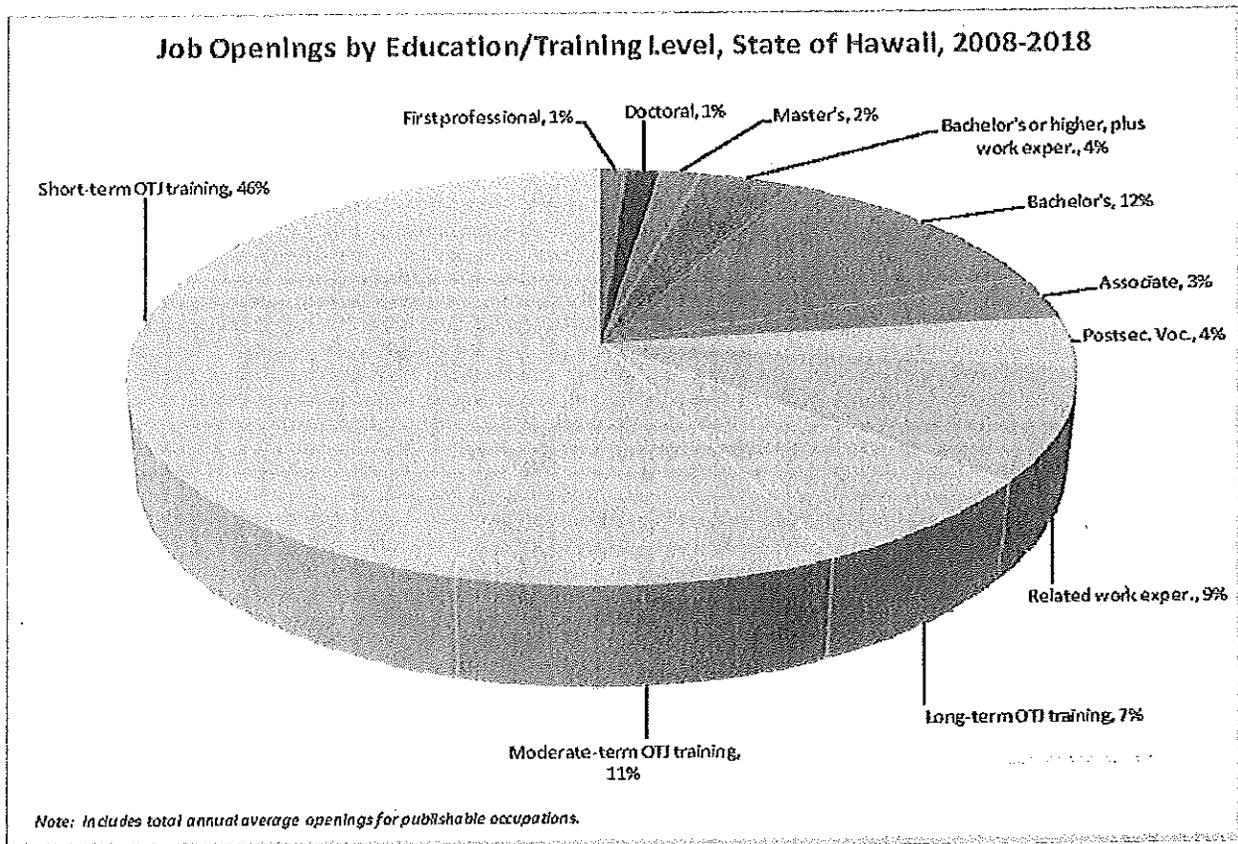
In addition, the DLIR/WDD Program Specialist for SCSEP serves on the Policy Advisory Board for Elder Affairs (PABEA), the State Unit on Aging's Advisory Council. The planning process and summary was discussed at the July PABEA meeting with AAA representatives present. Comments received in response to this process may be found in Appendix 2c.

**SECTION 3. LABOR MARKET INFORMATION AND PROJECTIONS**

Within the Department of Labor and Industrial Relations, the Research and Statistics Office (R & S) is tasked with the preparation of Labor Market information and the publication of data which will assist staff, public and private sector partners, employers, job seekers, and the general public to make informed decisions for training and employment. The September 2010 publication of *Employment Projections for Industries and Occupations 2008-2018* provides us with long term projections for jobs and occupations in the state. Within this publication, R & S identifies the Fastest Growing Occupations, State of Hawaii, 2008-

the state. Within this publication, R & S identifies the Fastest Growing Occupations, State of Hawaii, 2008-2018, the Occupations with Most Openings, State of Hawaii, 2008 to 2018, and Job Openings by Education/Training Level, State of Hawaii, 2008-2018 (see below). The projections show that most of the job openings will be for positions that require either short term on the job training or moderate term on the job training.





In addition, R & S also published Hawaii's Hot 25 Demand Occupations in February 2012 (Appendix 3) which describes current demand occupations in the State. The jobs are classified by level of skills—High Skills (requires a Bachelor's degree or higher), Moderate Skills (requires more than a month of training but less than a Bachelor's degree), and Basic Skills (requires less than a month of training). The jobs in each category are listed based on the highest number of anticipated job openings.

High Skill Occupations include: Elementary School Teachers; General/Operations Managers; Secondary School Teachers; Accountants/Auditors; Property/Real Estate/Community Association Managers; and Network Systems/Data Communications Analyst.

Moderate Skills Occupations include: Registered Nurses; Customer Service Representatives; Supervisors/Managers of Retail Sales Workers; Supervisors/Managers of Office and Administrative Support Workers; Carpenters; Maintenance and Repair Workers; Restaurant Cooks; Nursing Aides/Orderlies/Attendants; and Sales Representatives (Excluding Technical).

Basic Skills Occupations include: Waiters/Waitresses; Retail Salespersons; Cashiers; Fast Food Preparers and Servers; Security Guards, Personal and Home Care Aides; Food Preparation Workers; General Office Clerks; Laborers and Hand Freight/Stock/Movers; and Food Counter Attendants.

**SECTION 4. Demographics of the SCSEP Population**

To be eligible for the SCSEP program, an individual shall be: 1) unemployed, 2) 55 years of age or older, 3) a resident of the jurisdiction or service delivery area, and 4) low income. (Low income is defined as having a family income that is not more than 125% of the federal poverty guideline for its respective family size). In the selection of eligible individuals for participation into the program, the following order of priority shall be followed: 1) Veterans or the qualified spouse of a veteran who meet the eligibility requirements under Section 2 of the Job for Veterans Act and who are 65 years of age and older; 2) Veterans and eligible spouses of veterans who meet the eligibility requirements under Section 2 of the Jobs for Veterans Act and are 55-64 years of age.; 3) Other eligible individuals who are 65 years of age or older; and 4) other eligible individuals who are 55-64 years of age. Within each of these groups, additional priorities shall be given to individuals who are disabled, have limited English proficiency or low literacy skills, reside in a rural area, have low employment prospects, have failed to find employment after utilizing the services provided under Title I of the Workforce Investment Act of 1998, or are homeless or at risk for homelessness. Special consideration is also given to the extent feasible to eligible individuals who: 1) are of a minority race, 2) are Native American Indian, 3) have a family income below the poverty level, or 4) have the greatest social need.

SCSEP operators recruit applicants from a variety of sources and make every attempt to serve individuals who have multiple barriers to employment and/or who have poor employment prospects. If there are more applicants than vacant positions, the priorities stated above are being utilized to select the applicant who will have priority for enrollment. Based on data for the 4<sup>th</sup> quarter of Program Year 2011, the following indicates the percentage of participants in each of these specific population groups:

Is aged 65 years and older	52%
Has a disability	8%
Has limited English proficiency	37%
Has low literacy skills	26%
Is a veteran or an eligible spouse of a veteran meeting the requirements of the Jobs for Veterans Act	9%
Reside in a rural area	36%
Has low employment prospects	71%
Has failed to find employment after utilizing services of Title I of the Workforce Investment Act	2%
Is homeless or at risk for homelessness	17%
Has income at or below poverty level (Greatest economic need)	92%
Is a participant receiving public assistance	44%
Is old enough but not receiving SS Title II	20%
Is of a minority race	84%

Although a specific percentage of participants who may be deemed as having the “greatest social need” is difficult to determine, the large percentage of individuals with limited English proficiency, low literacy skills, residing in rural areas, receiving public assistance, and who are old enough but not receiving SS Title II benefits is an indication of the proportion of our participants who have the greatest social need. Many of the participants who are old enough but not receiving social security benefits are recent immigrants who do not have sufficient work quarters to qualify. Many of these immigrants also have low literacy, low English

proficiency skills, cultural and social barriers. It is estimated that approximately 50% of our current participants are immigrants.

Hawaii is a melting pot of many ethnic groups. Historically, a large proportion of Hawaii's SCSEP population has regularly been of minority race. Based on our PY 2011 data, 84% of our SCSEP participants were of minority race. The State Department of Business, Economic Development and Tourism's, State of Hawaii Data Book 2011, included Table 1.61 Legal Permanent Residents, By Country of Birth: 2007-2011. Utilizing data from the U.S. Immigration and Naturalization Service, Office of Policy and Planning's *Statistical Yearbook of the Immigration and Naturalization Service* and the U.S. Homeland Security, Office of Immigration Statistics, *Yearbook of Immigration Statistics*, the table indicated that approximately 7,000 individuals are admitted into Hawaii as a permanent resident per year. Of these immigrants, a large segment is from the Philippines (Appendix 4). Due to their inability to qualify for other governmental assistance, many older immigrants have applied for SCSEP services. As more immigrants move to Hawaii, the need for SCSEP services to minorities will continue.

In addition to the immigrants, Hawaii has also recently experienced a large influx of individuals from the Federated States of Micronesia and the Republic of the Marshall Islands who have migrated under the Compact of Free Association. Many of these individuals who enrolled into SCSEP have major barriers to employment with language and cultural barriers. Some of them are illiterate even in their own language making training and employment especially difficult.

Hawaii's SCSEP population has a wide range of skills and training. Over 28% of our current participants lack a high school diploma while 17% have a Bachelors degree or higher. It is important to note, though, that a significant portion of our college graduates have degrees from a foreign country and are recent immigrants to the State. Despite their college degrees, many of these participants have limited English proficiency and/or lack the proper certification which will enable them to attain employment in their field of study. In addition, many who have high school diplomas still have low literacy skills and face difficulty competing in the labor market. Some participants have little or no work history or have experience in an occupation that has very limited employment potential within the State.

## **SECTION 5. RELATIONSHIP BETWEEN SCSEP SERVICES AND PROJECTED NEEDS**

Many of our participants enter the program with few marketable skills and multiple barriers to employment. For some, participation in the program represents their initial step to working outside of their household and/or their first attempt at employment in an unfamiliar environment or community. These individuals are unaware of the types of jobs available or the skills that are needed to adequately compete in the labor market. Many do not know how or where to look for employment, how to fill a job application or how to conduct themselves on a job interview. Many also lack the computer skills needed to seek employment via on-line job sites or to post on-line applications. Besides these barriers, many also lack the confidence they need to search for employment.

To address these needs, SCSEP subprojects have provided acculturation assistance, orientation to the world of work, financial management training, job search skills training, introduction to computers, and short-term vocational training such as certified nurse aide training, landscape/maintenance training, clerical skills training, along with supportive counseling and referrals to supportive services.

With the projection that more than half of the projected job openings will require education or training that are short term on-the-job training or moderate term on-the job training, SCSEP is well suited to meet

projected job needs. Through their SCSEP training and support, SCSEP participants will gain the skills and the work experience required to compete for positions in some of the areas of demand identified above. This is especially true in the demand occupations needing only basic skills as many of our current participants are in community service assignments in these types of occupations. Several former participants have also been successful in attaining positions in moderate and high skills occupations. Through the counseling and support of their host agency supervisors and case managers, participants gain self-confidence and learn to overcome barriers to employment.

SCSEP participants may become a valuable pool to address some of our projected labor market needs in the short and long term future. For example, by utilizing the transferrable skills gained through their community service assignments as aides in adult day care facilities and senior centers, participants may be qualified to pursue work in related occupation such as personal and home care aides, or nursing aides and attendants. Participants assigned in parks and/or gardens may use their experiences and training to pursue work as landscapers or groundskeepers. Participants who have been placed into assignments related to food service may pursue occupations as food preparation/serving workers or work in cafeterias, food concessions or coffee shops. Participants who have been placed in an office setting may gain the skills to pursue jobs as general office clerks, receptionists, or customer service positions. SCSEP participants may also transition from their community service assignments into unsubsidized placements as janitors, cleaners, maids, housekeepers, or maintenance personnel thus addressing some of our areas of projected labor shortages.

**SECTION 6. DISTRIBUTION OF SCSEP POSITIONS WITHIN THE STATE**

a. Location of Positions

USDOL does a special census run to determine the percent of eligible seniors residing in each jurisdiction within the State. Based on this data, USDOL issued SCSEP grantees an Equitable Distribution Report which is to be used to allocate the number of funded positions to each service area. Grantees are to allocate their funded positions as close to the Equitable Distribution report as possible and/or to meet this proportion by the end of the current program year. For Program Year 2012 (July 1, 2012 to June 30, 2013), Hawaii has been allocated 196 positions and the State has distributed the available positions to match the formula provided by USDOL. The following chart indicates how the SCSEP positions are distributed within the State.

Jurisdiction	Ratio of Eligible Senior Population	Positions Based on Equitable Distribution	PY 12 Positions Allocated	Variance
County of Hawaii	.2087	41	41	-0-
City and County of Honolulu	.6183	121	121	-0-
County of Kalawao	.0002	0	0	-0-
County of Kauai	.0616	12	12	-0-
County of Maui	.1112	22	22	-0-

## b. Rural and Urban Populations

Based on the U.S. Census Bureau, urban is defined as "all territory, population and housing units in urban areas, which include urbanized areas and urban clusters". A territory identified must encompass at least 2,500 people, at least 1,500 of which reside outside institutional group quarters.

The Census Bureau identifies two types of urban areas:

- Urbanized Areas (UAs) of 50,000 or more people;
- Urban Clusters (UCs) of at least 2,500 and less than 50,000 people.

"Rural" encompasses all population, housing, and territory not included within an urban area.

For the State of Hawaii, almost the entire island of Oahu (City and County of Honolulu) is considered urban and all neighbor island areas are considered rural. For Program Year 2011, approximately 36% of our SCSEP population resided in a rural area. With the new Equitable Distribution formula utilized in Program Year 2012, the City and County of Honolulu's allocation of SCSEP positions was reduced and each of the neighbor islands' allocation was increased. The allocation of positions between urban and rural should thus change effective Program Year 2012.

## **SECTION 7. COORDINATION WITH OTHER PROGRAMS, INITIATIVES AND ENTITIES**

Workforce Investment Act, Title I Programs: Section 511 of the OAA, as amended, requires SCSEP sub grantees to become a partner in the One Stop Delivery System established under the Workforce Investment Act of 1998. DLIR encourages sub grantees to establish efficient and coordinated project administration through the development of cooperative relationships and working linkages with the employment and training community, State and Area Agencies on Aging, and other public and private nonprofit organizations concerned with programs and activities for older, low-income individuals. Operators are asked to enter into a memorandum of understanding (MOU) with the One Stop Delivery Centers in their area which describes: 1) the services to be provided by each party; 2) how the costs of such services and the operating costs of the One Stop Delivery System will be funded; 3) the methods of referral of individuals between programs, and 4) the duration of the memorandum and procedures for amending the memorandum during the term of the agreement. Coordination will be especially important as SCSEP strives to increase its emphasis on providing training in areas such as basic skills, literacy, computer literacy, and short-term vocational skills training to better enable our participants to meet the needs of employers in the coming years.

SCSEP subproject staff's participation in their respective One Stop includes but is not limited to: providing staffing services in the One Stop Resource Rooms, assisting at Job Fairs coordinated by the One Stop, and/or participating in training activities.

Community Colleges and Adult Education: A number of our participants have limited English proficiency, and/or low literacy skills which may severely hamper their ability to transition into unsubsidized employment. In our attempt to address these barriers to employment, all operators are asked to explore collaborative partnerships which would enhance training opportunities for our participants. Due to our limited training dollars, collaboration with the community college and adult education programs, and other programs or entities that can provide low or no cost training is especially encouraged. The Department of

Education, Community Schools for Adults have previously pledged their support to address some of these needs and the Community College system has been instrumental in providing low cost training for participants in certain areas.

Other Titles of the Older Americans Act: SCSEP plans have regularly been shared with the Executive Office on Aging (Hawaii's State Unit on Aging) and the four Area Agencies on Aging (AAAs). In addition, regular communication will be maintained between DLIR/WDD and these entities through the regular participation of the SCSEP Program Specialist at the Policy Advisory Board for Elder Affairs (PABEA) meetings. Currently, we have SCSEP participants serving at nutrition sites, senior centers, meals on wheels sites, and adult day care centers. Besides their local AAAs, SCSEP operators have worked with other agencies in their community who receive funding through other Titles of the OAA and will continue to do so whenever possible. The SCSEP Program Specialist also regularly shares information received from EOA or the AAAs with SCSEP operators.

For example, at a recent PABEA meeting, representatives from the three major Senior Corps Programs under the Corporation for National and Community Service (Foster Grandparents, Senior Companions, and Retired Senior Volunteer Programs) provided an overview of their programs. With the recent addition of volunteerism as an additional performance measure for SCSEP, the information on these volunteer-based programs for seniors was shared with all SCSEP operators for their information and use.

Our Hawaii county SCSEP operator is an AAA and the Kauai AAA was a former SCSEP subproject operator. The SCSEP operation on Hawaii County is situated at their Aging and Disability Resource Center (ADRC) along with the AAA and other agencies supporting seniors and individuals with disability. The recent passage of Act 237 provides additional State funding for the ADRCs and will increase the opportunities for collaboration with the AAAs through their ADRCs.

Public and Private Entities and Programs that Provide Services to Older Americans: Operators are encouraged to partner with community based organizations in their areas which may address the needs of their participants and to share resources whenever feasible. DLIR/WDD is responsible for many initiatives besides SCSEP, including but limited to: the Workforce Investment Act programs, Veterans Employment and Training Programs, Dislocated Worker Programs, Training Adjustment Act Programs, Employment and Training Funds programs as well as the job matching, job referral services under the Wagner Peyser Program. By partnering and collaborating with these other entities and programs, SCSEP operators may be able to access the supportive services they need to address many of the barriers that their participants face in finding/securing employment. To expand on this initiative, DLIR/WDD recently shared with SCSEP operators a training opportunity through our University of Massachusetts training grant that provided guidelines and templates for the preparation of Community Resource Guides which may be utilized by both staff and participants to access services when needed.

Labor Market and Job Training Initiatives: DLIR's Research and Statistics Office prepares Labor Market information which is utilized in developing our SCSEP State Plan and grant application. As a primary entity within the State for the provision of federally funded employment and training services, DLIR/WDD keeps abreast of all new training initiatives and provides SCSEP operators with updates/referrals as needed. Most of the Labor Market information is accessible on R & S's website at [www.hiwi.org](http://www.hiwi.org).

Leveraging Resources: DLIR/WDD, as well as our SCSEP operators, continues to explore various means of leveraging resources to increase services to SCSEP participants as well as other low income seniors within the State. These efforts are especially important as budget restrictions and short falls result in decreases in services in several programs while the proportion of older individuals within our population

continues to increase. A key initiative in providing services to our seniors will be the creation of Aging and Disability Resource Centers (ADRCs) within each county of the State. Governor Abercrombie recently signed into law Act 237 that will make these centers a reality. All of the AAAs in Hawaii continues to move forward in their efforts to create an ADRC for their county which will truly become a one-stop source for information, assistance, and access to community resources and services for older adults, people with disabilities and family caregivers. The ADRCs may also serve as another source of recruitment for SCSEP participants and may become a key referral source for supportive services.

## **SECTION 8. IMPROVEMENT OF SCSEP SERVICES**

The SCSEP Program Specialist regularly reviews the data on the SCSEP Performance and Results QPR system (SPARQ), the program's internet-based reporting system contracted by USDOL. By conducting reviews several times a week, the Specialist has been able to quickly identify potential areas of concern and make appropriate contact with subproject operators. SPARQ allows subproject operators as well as the State to track and manage their performance through management reports, and real-time updates. SPARQ also provides operators with immediate alerts should input errors occur. The Program Specialist keeps all operators apprised of updates to the SCSEP via email and/or a SCSEP Bulletin system. Subproject staff regularly call or email the Program Specialist should questions and concerns arise. Should issues arise that require further discussion, a conference call connecting all subproject staff will be initiated where active discussions may occur and a joint resolution can be developed.

The Program Specialist encourages SCSEP operators to work collaboratively to improve SCSEP services and performance. The operators understand that our performance is based on an aggregate score of the six core performance measures—hours of community service, entry into unsubsidized employment, retention in unsubsidized employment for six months, average wages, number of participants served, and the number of most-in-need served. As such, each operator and the Program Specialist in DLIR/WDD regularly seek ways to increase overall performance. Should one operator encounter barriers in meeting its goals, other operators often work to exceed their goals to ensure that the State meets or surpasses our goals. By doing so, the State has been successful in meeting or exceeding our performance goals for the last several years.

Whenever possible, subproject staff are encouraged to attend trainings/conferences that will allow them to gain new skills and insights in serving our target population. When funds were available, subproject staff have also been invited to attend a SCSEP national conference so that they could network with other operators and receive training directly from federal staff or federal contractors. The State also conducts bi-annual conferences for all subproject staff. Doing so allows subproject staff to network and share their successes and concerns. The conferences also provide opportunities to discuss programmatic changes and for the State to provide technical assistance on common areas of concern. Past conferences have covered topics such as assessment, individual service planning, disaster planning and veteran priorities. The State plans to conduct a SCSEP conference during the fall of 2012 where one of the key topics will be employer outreach and job development to help with our entered employment, employment retention, and average earnings performance goals.

As the recipient of a technical assistance grant from the University of Massachusetts, Boston's Institute of Community Inclusion (UMass), DLIR/WDD has always invited SCSEP operators to join the One Stop staff in participating in UMass Training. During the course of the last year, UMass has provided local and webinar training opportunities on the Universal Design concept, the Assessment process, Business Engagement, and the development of a Community Resource Guide. As other training opportunities arise, DLIR/WDD will continue to include our SCSEP contractors.

Operators are also encouraged to become knowledgeable of the labor market conditions in their area and keep abreast of available services which may assist their participants to achieve their vocational goals. Partnerships and collaboration with social service agencies and other employment and training programs should be expanded to maximize the supportive services and training opportunities that SCSEP participants may receive.

## **SECTION 9. LONG TERM STRATEGY FOR ENGAGING EMPLOYERS**

A key focus for DLIR/WDD for all of our programs within the coming years will be to expand our outreach efforts to employers. These efforts align with the Governor's New Day Plan of Growing a Sustainable Economy and the Departmental efforts to engage the business community through its "Meet & Greet" meetings with employers, labor organizations and partners. DLIR/WDD efforts have included but is not limited to: its coordination and participation at Agricultural Skills Panels in each county to re-establish agriculture as a essential component in our island community, the development and expansion of Business Leadership Networks (BLN) to engage employers to hire individuals with disabilities, the coordination of a "Green Bus Tour" to familiarize participants of the "green jobs" training that are offered by existing apprenticeship programs, and its provision of federally funded On-the-Job training opportunities to help employers to alleviate the high costs of training new employees, and its active participation in job fairs.

The employer community is an essential element in the State's long term economic recovery and SCSEP operators are constantly reminded that the development of strong employer relations will become a key factor in their continued success. As the performance measures of entered employment, employment retention, and average wages, represents half of the six factors under which SCSEP grantees are evaluated, SCSEP operators understand that employers can play a key role to their success. As operators build their relationships with the employer community, they will gain a clearer understanding of the needs of the employer and will be able to identify participants who are best suited to address those needs. By understanding the needs of the employers, operators may also ensure that SCSEP provides its participants with the tools they need to seek unsubsidized employment in their community. A strong knowledge of an employer's company and work environment may also assist the program staff to conduct better assessments and to provide counseling services that can increase a participant's chances of being hired. DLIR/WDD's commitment to this effort is a key reason that employer engagement will be a major focus at the planned SCSEP conference this fall.

## **SECTION 10. AVOIDANCE OF DISRUPTION IN SERVICE**

To avoid disruption in services to participants, should a reduction occur, subprojects will follow the following procedures.

1. Any vacant positions over the new slot level in the affected copy will be eliminated.
2. If necessary, enrollment of new participants will be temporarily curtailed.
3. All participants will be encouraged and assisted to seek unsubsidized employment.
4. If all allocated positions are filled, position will be eliminated through attrition whenever possible.
5. If possible, DLIR/WDD staff will assist subproject operators to transition from one subproject to another.

Each subproject operator has also been asked to develop a Contingency Plan which describes:

- How and when the participants will be notified should there be a reduction or total loss of positions
- How records will be transferred to a new provider, if applicable
- What efforts will be made to place participant into unsubsidized employment or other employment and training opportunities
- What services will be provided to ease the transition; and
- How final payroll payment will be made.

In the past, when the operations under an operator ceased, the Program Specialist met with the affected participants and assisted with the transition activities to a new service provider. Arrangements were made to transfer case files, update assessments, prepare new host agency agreements, and to transfer equipment, as applicable. Participants were informed when and how their last paycheck from their former operator will be available and when they may expect their first paycheck from their new operator. Such arrangements helped to ensure that the transition for participants was as transparent and non-disruptive as possible.

When new equitable distribution data or changes in funding levels results in an increase or decrease in slot levels, adjustments will be made in the slot levels of the affected operator as soon as possible. If an operator will be facing a decrease, vacant positions will be eliminated and new enrollment will be curtailed. Operators facing an increase may over-enroll if sufficient funds are available. For example, when Hawaii was notified that new census data resulted in a decrease in the slot allocation for the City and County of Honolulu and an increase of allocations for the neighbor islands for PY 2012, vacant slots in Honolulu County at the end of PY 2011 were eliminated and neighbor island counties were able to over enroll if they had funds remaining. In this manner, the State would be able to adjust to the new equitable distribution level sooner without disruption in service to current participants.

## **SECTION 11. STRATEGY FOR CONTINUOUS IMPROVEMENT**

DLIR/WDD will continue to utilize various means to ensure that the SCSEP projects continue to improve its services and performance. A series of SCSEP marketing brochures will soon be prepared to outreach to potential applicants, the employer community, other employment and training partners and social service agencies. The brochures will promote SCSEP's partnership in the One Stop Center system developed under the Workforce Investment Act and will incorporate the new American Job Center Network branding. As the State moves toward the implementation of this new branding, SCSEP subprojects will also be advised to utilize the American Job Center logo in their materials. The use of the branding will illustrate SCSEP's participation in the larger network of workforce development programs within the State and will hopefully enhance our presence in the State.

In our quest for continuous improvement, the State also plans to enhance the capacity of SCSEP operators and their staff. Operators are strongly encouraged to regularly review training materials available on USDOL's Workforce3One Community of Practice site and the SCSEP forum on the Charter Oak Group website to upgrade their knowledge and skills. Should there be questions or concerns that the staff cannot resolve, the Program Specialist has been available via email and telephone and has many times been able to provide the necessary assistance. The Program Specialist also has established relationships with USDOL National and Regional Offices, BCP Partners, Charter Oak Group staff, and other USDOL contractor staff for assistance and clarification when necessary. These relationships have been instrumental in achieving a quick resolution to the operators' problems/concerns.

In addition, additional training and technical assistance is planned to enhance the SCSEP staff's ability to conduct stronger assessment activities and to identify transferrable skills which participants bring into the program. Stronger assessment activities may also ensure that barriers to employment are more readily identified and addressed, thereby resulting in a stronger program.

Another means to improve SCSEP will be to enhance the usage of the Labor Market Information available within the State. LMI training may also be covered during our planned SCSEP conference. Subproject operators' knowledge of the economic development initiatives within their community and the forecasted labor market conditions will help to increase the success of SCSEP in our State.

Increased collaboration and partnerships will be a key factor to SCSEP's continued success. As staff build on their relationships with the programs under the American Job Centers network, the Aging and Disability Resource Centers, education and training facilities, employers, and other community based agencies serving low income seniors within their service area, they will ensure that their participants will have access to the supportive services to address their barriers to employment and will enable them to attain their employment goals.