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**STATE OF HAWAII  
WORKFORCE DEVELOPMENT COUNCIL**

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**SECTOR STRATEGIES AND CAREER PATHWAYS COMMITTEE MEETING**

**Monday, November 26, 2018**

**11:00 A.M. – 12:00 P.M.**

**Princess Ruth Keelikolani Building**

**830 Punchbowl Street, Director’s Conference Room 321  
Honolulu, Hawaii 96813**

**MINUTES**

**ATTENDEES:**

Sunshine Topping, Committee Chair, Hawaiian TelCom  
Faustino Dagdag, Leeward Community College/Society for Human Resource Management  
Yvette Gibson, Hawaii Pacific Health  
Bernadette Howard, Career and Technical Education (CTE), UH  
Helen Sanpei, McKinley Community School for Adults  
Jean Isip Schneider, Sector Partnerships, UH  
Dina Yoshimi, Hawaii Language Roadmap Initiative, UH  
Natasha Inouye, Chamber of Commerce  
Kamakana Kaimulua, Chamber of Commerce  
Michael Moser, Windward Community College, HINET

**STAFF:**

Allicyn Tasaka, Workforce Development Council  
Maria-Elena Diaz, Workforce Development Council  
Michelle Miyashiro, Workforce Development Council

- I. **Call to Order**.....*Committee Chair Sunshine Topping*  
The meeting was called to order at 11:00 a.m. by Committee Chair Sunshine Topping.
- II. **Approval of Minutes**
  - A. October 3, 2018 Minutes

1. Jean Isip Schneider suggested amendments to the minutes regarding her presentation at the October 3, 2018 meeting.
  - i. *Page 3: Schneider responded that the number of hours for internships is dependent on the specialty.* Suggested edit: ... the number of internship hours depends on the arrangement between the employer and student.
  - ii. *Page 3: Schneider also provided examples of NGSP supporting industry-led initiatives.* Suggested edit: ... provided examples of industry-led economic development (non-workforce) initiatives.
  - iii. *Page 3: In Maui, the healthcare sector developed a medical map that links patients to medical services.* Suggested edit: ... the partnership developed a medical map that allows for better collaboration/referrals between providers and greater access to care for consumers.
  - iv. *Page 3: In addition, sector partners value teacher externships since they have a high-impact on students and low-impact on operations.* Suggested edit - this was a Kauai workforce interest - move to 2nd paragraph, last sentence: Kauai is interested in expanding teacher externships - they feel it has a high impact on students and a low impact on operations.

Maria-Elena Diaz reported on her follow-up with Jean Isip Schneider's request from last meeting that this committee or WDC provide oversight for the work of the sector partnerships. Diaz said that after several conversations with Schneider, the scope of what Schneider envisioned for a "Sector Partnership Leadership Council" was well beyond the purpose of the committee and WDC. Nonetheless, Chair Topping expressed WDC's desire to support sector partnerships with workforce development needs as they arise. This committee will finalize a mission statement and priorities in 2019 to communicate clearly its purpose.

A motion to approve the amended minutes of the meeting held on October 3, 2018, was made by Bernadette Howard. The motion was seconded by Faustino Dagdag. The motion to approve the minutes as amended passed unanimously.

**III. Update report on statewide sector partnership efforts and future vision as presented by Kamakana Kaimulua, Vice President, Strategic Partnerships, Alliances and Military Affairs, and Natasha Inouye, Director, Sector Partnerships and Workforce Development with the Chamber of Commerce of Hawaii**

Kamakana Kaimulua reported that conversations about sector partnerships started in 2015, and in 2016 several sector partnerships emerged. They were designed to support both workforce development and economic development. Selected sectors were STEM fields, as required by a grant from STRADA, and hospitality & tourism. The Chamber of Commerce, working with the UH System, is responsible for the Oahu sector partnerships. Economic development boards in Maui, Kauai, and Big Island are conveners of sector partnership on those islands.

Sector partnerships are industry-led conversations to identify the challenges and successes that the industry can work on together. Support partners include UH, DLIR, DOE, and DBEDT. In 2016, the following sector partnerships were launched: Banking; Food Manufacturing; Healthcare; Engineering, Construction & Design; Information Technology; and Hospitality & Tourism. Current sector partnerships only include 3 sectors: Healthcare; Engineering, Construction & Design; and Hospitality & Tourism.

Notable partnership successes include the Universal Banker Program. This is a non-credit program, developed by the Hawaii Bankers Association and UH Community College, which was launched in 2017 to expand the employability of incumbent bank tellers. The other big success was the development of a statewide training program required by the Food Safety and Modernization Act. 150 industry employees were trained. Bernadette Howard asked if there is a continuing need. Kaimulua responded that there might be in agriculture, but the immediate need in food manufacturing has been addressed and additional need would only arise when new workers are hired and if the industry leaders would like to start new discussions.

Kaimulua went on to discuss how some challenges that sector partnerships face are misconceptions, such as seeing sector partnerships as just another type of stakeholder engagement that it is only focused on workforce development. An important cultural shift is that industry leads the discussion in sector partnerships with support from public partners. Industries identify their priorities, which might not include workforce development. Another misconception they face is branding. The convening of sector partnerships in Oahu is truly a partnership between the University of Hawaii and the Chamber of Commerce.

Natasha Inouye shared more information on the three remaining partnerships. The Hospitality & Tourism sector partnership is a statewide initiative that includes Oahu, Big Island, Kauai, and Maui. They have two priority teams: the Community Driven Tourism Team and Partnering with Education Team. The Community Driven Tourism Team tries to dispel the belief that tourism is bad. Strategic plans are at the County level as each area has their own priorities. For example, the Kauai participants prefer to reduce the number of visitors until improvements in infrastructure can be made, and they have made that a part of their strategic plan. Yvette Gibson added that it's difficult for her company to bring in employees to work on Kauai because of the infrastructure issues and she supports the Kauai participants' focus on developing infrastructure. In the Partnering with Education Team, they are focused on deciding on best practices for internships, including recruitment and retention, and identifying the top critical occupations, with and without education credentials.

The Engineering, Construction and Design sector partnership is currently only on Oahu. They are looking to expand this group to architects, civil engineers and other engineers. Their priorities include the Workforce Development Team and the Regulatory Improvement Team. The Workforce Development Team focuses on high-level internships, recruitment, and retention. The team would like to hold a virtual job fair to reach out to graduates from UH who left for the mainland to get them to come back to

Hawaii. The Regulatory Improvement Team developed a survey to ask firms about their problems with the current procurement process for State government, and City and County government, and plan to have an outside entity assess the situation.

The largest sector partnership is Healthcare. Their priorities are workforce development and systems integration. The Workforce Development Team is run by the Healthcare Association of Hawaii, and they are working on a survey to analyze the workforce needs of the sector. They have taken an inventory of supply coming from health care training programs across the state and will complete an analysis of current and projected demand by the first quarter of 2019. More physicians are needed to be a part of the discussion. The group is also running medical assistant programs at the high school level for those who may not be able to go to college. This allows them to go straight into the workforce within the medical field.

The Systems Integration Team is run by Kalihi Palama Health Center and Queens Medical Center. Their project goal is to reduce repeat emergency room visits among frequent users by identifying high-utilizers, engaging with those high-utilizers, and collaborating between facilities and the care coordination staff. They would like the project to roll-out in all facilities. The next step is to define their measures of success and desired health outcomes, examine costs per month that would make this financially feasible, and identify the incentives for both patients and facilities. They may develop a Care Coordination Team to look at existing programs.

Chair Topping asked Kaimulua and Inouye how the WDC can help on the workforce development side of their initiatives. Kaimulua answered that their biggest challenge is making sure the industry representatives are the ones leading the discussion as some industries don't have a leader stepping up due to the culture of the industry. They also try to find more than one voice speaking up on issues. When needed, Kaimulua will reach out to WDC.

Dina Yoshimi asked if there is a way to look across the sectors to see whether there are common needs that education can address, other than specialized skills within each sector, such as soft skills. Bernadette Howard explained that the Perkins Law includes academic, technical, and employability skills. Her team will be working on the state plan, which will go to the Governor in April, and soft skills will be addressed across all pathways and all occupations. Diaz shared that the American Job Centers include those skills as a part of the career development that WIOA participants receive. Chair Topping stated that employers should also be trained to adjust to the new generation of workers. Faustino Dagdag advocated for the use of "success skills" to describe what everyone has been calling soft skills, and for the development of success skills throughout the education system.

Chair Topping brought up the point that in many cases, people already know success attitudes that employers desire, but employees still don't bring them to the workforce—such as showing up on time to work every day. Yoshimi agreed and suggested that there

are higher-level success skills, such as cross-cultural communication, that can be taught and benefit employees and employers.

**IV. Update on State Career and Technical Education (CTE) activities by Bernadette Howard, State CTE Director, UH**

Bernadette Howard ceded her meeting time to Michael Moser, an administrator at Windward Community College (WCC), to introduce the HINET program—a system-wide project across all the community colleges. In 2014, Department of Human Services (DHS) approached WCC for assistance in tackling the problem of breaking the cycle of poverty for those who continue to receive government benefits. In partnership with DHS, HINET was created to leverage state, college and community resources to help participants get off benefits and improve student academic and financial success. Their goal is to educate and train SNAP (formerly known as food stamps) recipients so they can get into the workforce and earn a living wage. There are currently approximately 90,000 clients receiving SNAP, and 3,500 of those clients are in an employment/training program with DHS.

In 2013, USDA cited DHS to improve on three points: transition more clients from welfare to self-sufficiency, provide more skills and employment training to clients to get them on a career path, and reach eligible population not currently being served. In 2014, DHS approached WCC. Many of the needs DHS had, such as employment training linked to career pathways models, work-based learning, curriculum and so on, WCC had the resources to fill. From the College's perspective, they were losing students who were choosing work over education. WCC was looking to reduce student expenses, reduce transportation barriers, reduce food insecurity, and provide care for dependents. DHS was able to provide money for training/education, bus, gas and repairs, subsidies, and childcare providers. Needs and resources fit well. This allowed students to focus on their college education.

HINET students receive an average of \$315 per month in food subsidies, childcare referrals, reimbursements for books and supplies, support for utility bills or emergency repairs, and up to \$100 per month for gas money. A student can receive more than \$4,700 per year for enrolling in non-credit workforce training or a minimum of 6 credits in a Career Technical Education credit program. These subsidies allow students to enroll full-time in the community college and spend less time working. Chair Topping asked if there is a maximum amount of people allowed into this program. Moser replied that the only limitation is due to the number of staff required for case management. Currently, one case manager handles 65-100 clients. Both DHS and WCC have had to find ways for their very different state systems to work together.

The program started at WCC in 2015, Leeward CC joined in 2016, Hawaii CC and Kapiolani CC joined in 2017, and Maui College and Honolulu CC both joined the consortium in July 2018. DHS is funding the project at nearly \$1.4 million for fiscal year 2018-2019. \$653,000 is operational and \$739,000 is campus reimbursements.

An exciting feature of the program is that USDA will reimburse 50% of every non-federal dollar spent on this program. For example, if the state expends \$1,355,000 in non-federal funds, they can then ask for \$667,500 in reimbursements. The state can then put that \$667,500 back into the program and can seek another \$333,750 in reimbursements. Kamehameha Schools supports the program and has put in \$200,000. Hawaii Community Foundation has expressed interest in participating. Recently, the colleges submitted their budgets to the Vice-President's office who has formulated a budget request for eight positions. The Board of Regents approved it, and now it's moving to the Governor's office for signature. They asked for an additional \$500,00 for tuition support; a large piece of the puzzle since not all the programs are eligible for federal financial aid. DHS offered an additional \$250,000 for tuition support.

Chair Topping asked what happens once the participants complete the program. Howard answered that counseling and advising is available at all seven campuses and in the partner agencies. Washington State has been doing this since 2007 and they brought in \$40 million in federal funds through reimbursements last year. They've had about 89,000 people through the program with all 34 community colleges participating. They have a job placement rate of 67% and their wage growth is up by at least \$2.00 per graduate.

**V. Next Meetings**

- A. Meetings will be held monthly, quarterly, or as necessary
- B. Dates to be determined by Chair

**VI. Adjournment**

Chair Topping adjourned the meeting at 12:03 p.m.