IDAHO
DEPARTMENT OF LABOR
C.L. "BUTCH" OTTER, GOVERNOR
ROGER B. MADSEN, DIRECTOR

# TRANSMITTAL #3

## MEMORANDUM

March 13, 2013

**TO:** Workforce Development Council

**FROM:** Roger B. Madsen, Director Roger B. Madsen

**SUBJECT:** Progress Update - Idaho Workforce Development Council Goals

**ACTION REQUESTED:** Council approval of Vision, Mission and Goals mark-up

**BACKGROUND:**

In September 2011 the Idaho Workforce Development Council established statewide goals and performance benchmarks for Idaho's workforce development system. The measures were designed to track the state's progress to improve its overall system outcomes.

During its November 2012 meeting, the council conducted its first review of progress in the benchmark measures toward achieving the established goals. While data indicated progress was being made in most of the benchmark measures, concerns were expressed that some of the measures may not be accurately reflecting the council's intent.

After review and discussion, the council requested staff revise some of the measures to provide greater clarity. Attached is a copy of the council's Vision, Mission and Goals with the proposed changes to the benchmark measures in a mark-up fashion based on council members discussion and feedback. Changes are noted in red text and yellow highlights.

**Staff Recommendation**: Staff recommends approval of the proposed changes to the council's Vision, Mission and Goals and new benchmarks where necessary.

Note: The plan is for the council to annually review progress on bench marks toward established goals.

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Attachment

**C.L. "Butch" Otter**
*Governor*

Tim Komberec
*Chair*

B.J. Swanson
*Vice Chair*

# Workforce Development Council

## VISION • MISSION • GOALS

### VISION

Idaho will sustain a workforce development system that will produce an innovative and skilled workforce that allows business to thrive and provides economic opportunity to Idaho workers and their families.

### MISSION

The Workforce Development Council, understanding the unique needs of business, workers and students, will make policy recommendations to the Governor and the Board of Education and will facilitate coordination of an integrated Idaho workforce development system.

### GOALS

**GOAL 1** Create jobs that sustain Idaho workers and grow the economy

**GOAL 2** Facilitate development of an Idaho workforce that is highly skilled, committed to continuous learning and aware of opportunities available in the marketplace

**GOAL 3** Support a comprehensive education and workforce delivery system

**GOAL 4** Improve awareness of the workforce system among employers, workers, partners and policy makers and expand its use and effectiveness

## GOAL 1 CREATE JOBS THAT SUSTAIN IDAHO WORKERS AND GROW THE ECONOMY

**Measure** **Reduce Idaho's unemployment rate by 40 percent by 2015.**
Benchmark: February 2011 Unemployment Rate* of 8.9 percent (2010 annual average: 8.8 percent)
**Idaho's official, published "Unemployment Rate" is defined as the total unemployed as a percent of the civilian labor force.*

**Measure** **Reduce Idaho's underemployment rate by 40 percent by 2015.**
Benchmark: The 2010 Underemployment Rate* was 16.4 percent.
**The "Underemployment Rate" is defined as total unemployed, plus all marginally attached workers, plus total employed part time for economic reasons, as a percent of the civilian labor force.*

**Measure** **Create 40,000 jobs with at least two-thirds at ~~with~~ $12/hour or better wage rates and ~~with~~ health benefits by 2015.**
Benchmark: Annual average number of jobs for 2010: 603,600

**Measure** **Attain the Governor's "Project 60" goal by 2015.**
Benchmark: $53.7 billion in GDP for 2009

### *Strategies*

A. Align workforce and education services to business needs and priorities by adopting a "sector strategy" approach that:
   - Targets key industries
   - Builds partnership among employers, education and workforce providers
   - Identifies and addresses training needs of business
   - Leverages public and private resources
   - Establishes expansion targets for each industry

B. Support the creation of a longitudinal data system and other initiatives to improve workforce information for critical business decision-making within targeted industries (i.e., primary care initiative, green initiative) and selected sectors (health care, advanced manufacturing, energy and technology as it relates to renewable energy, software, agri-science and health science).

C. Promote policies for the Workforce Development Training Fund to assist with the creation of jobs and retention of Idaho's workforce.

D. Support adoption of incentives that encourage the hiring of new employees.

E. Engage employers to expand work-based learning opportunities such as internships, on-the-job training, work experiences and apprenticeships to improve workplace readiness and occupational skills.

F. Maintain a quality One-Stop Career Center system that connects employer and workers to workforce services.

G. Encourage employers to increase hiring by promoting the Governor's "Hire One" initiative and consider opportunities for other campaigns such as a "180 Degree Turn-around Campaign" or a "Using Technology to Turn 180 Degrees" campaign that builds on Project 60, increasing the attainment of degrees and credentials for 60 percent of the workforce and reducing unemployment to 60 percent of current levels.

H. Adopt practices such as promotion of the quality Idaho workforce to create opportunities to retain Idaho's under-employed workers.

I. Expand opportunities for innovation and employment in emerging industries such as technology, innovation and green through the "Grow Green" sector and other initiatives.

J. Support the efforts of the Idaho Technology Council in their development of iGEM (Idaho Global Entrepreneurial Mission) to create a more dynamic research and tech transfer infrastructure that enables the growth and success of innovation in our state by identifying and connecting resources geared toward the development, transfer and implementation of advanced technology.

## GOAL 2 FACILITATE DEVELOPMENT OF AN IDAHO WORKFORCE THAT IS HIGHLY SKILLED, COMMITTED TO CONTINUOUS LEARNING, AND AWARE OF OPPORTUNITIES AVAILABLE IN THE MARKET-PLACE

**Measure** **Increase Idaho's "go-to-college" rate, including all postsecondary education, by 30 percent by 2018.**

Benchmark: Currently, 49 percent of Idaho's secondary students go to postsecondary education. *Source: National Center for Higher Education Management Systems*

**Measure** **Reduce the need for remediation for new college entrants by 50 percent by 2020.**

Benchmarks:

- ~~Full-time~~ Students who have been out of high school less than 12 months who need remediation – ~~40.3 percent (2009-10)~~ 45% (2010-2011)
- ~~Full-time~~ Students who have been out of high school over 12 months who need remediation – ~~39.4 percent (2008-09)~~ 75.7% (2010-2011)
- All other students who need remediation – ~~26 percent (2008-09 data)~~ 54.8% (2010-2011)

*Source: National Center for Higher Education Management Systems*

**Measure** **Ensure that 60 percent of Idaho workers obtain a certificate, industry recognized credential, apprenticeship or degree beyond high school by 2020.**

Benchmarks:

- 2009, 30 percent of Idahoans 18 to 64 years old have an Associate's degree or more in educational attainment. *Source: American Community Survey*
- 2009 30 percent had "some college, ~~or~~ no degree." ~~*Source: 2009 U.S. Census survey*~~ *Source: American Community Survey*.

## *Strategies*

A. Ensure that students and adults are aware of career choices available to them:
   1. Make e-CIS and other career information universally available
   2. Provide access to trained career facilitators and counselors to assist in career decision making
   3. Encourage students and adults to consider careers where they are under-represented
   4. Expand the use of technology to train facilitators, counselors and other staff who provide guidance to students and career changers
   5. Expand access/awareness through career fairs, on-site or guided exploration, mentoring or other career showcase opportunities
   6. Utilize senior executives, trade associations and others to expand awareness of need for further learning
   7. Explore use of the Idaho Education Network and social media to expand awareness of careers and job opportunities

B. Promote strategies that ensure students are college and career ready by:
   1. Increasing access to quality early childhood education
   2. Expanding access and use of technology, including the Idaho Education Network and online learning to bring a more robust range of academic and career education services to all students
   3. Increasing access to advanced placement, dual credits and other opportunities to encourage college attendance
   4. Providing a safety net to retain or return at risk students to the classroom
   5. Align high school graduation requirements with postsecondary entrance requirements

C. Enhance opportunities for lifelong learning by expanding delivery options such as stackable credentials, compressed scheduling, on-line and distance learning, modularized curriculum and other alternative learning modalities.

D. Identify and promote career pathways within occupations to enhance career options and ease transitions.

E. Support entrepreneurial workforce expansion to spur innovation and increase employment.

F. Expand articulation agreements to increase transitions among secondary and postsecondary programs.

G. Increase options to integrate adult basic skills and English language training with occupational/technical training to facilitate entry of students to postsecondary education and technical training programs.

H. Support reforms to increase skills in STEM subjects (science, technology, engineering and math) including applied academics.

I. Encourage students and adults to obtain continuing education by providing information and supporting such efforts as the Albertson Foundation's "Go-On" campaign.

J. Provide access to low-skilled and at-risk youth and adults, dislocated workers and others with barriers to a full range of information and supports to prepare for work that leads to economic self-sufficiency.

K. Explore alternatives to improve employment rates for unemployment insurance claimants through initiatives such as a "work share" or other options.

L. Encourage the use of workplace flexibility options such as job sharing, job restructuring, part-time worker pools, flex-time and telecommuting to increase employment opportunities and retain quality workers.

M. Promote employment practices and workplace environments that encourage a culture of diversity and inclusiveness.

## GOAL 3 SUPPORT A COMPREHENSIVE EDUCATION AND WORKFORCE DELIVERY SYSTEM

**Measure** **Idaho's Workforce Development System will meet or exceed program performance measures.**

**Measure** **Establish sector partnerships for each of the targeted industries (health care, technology, energy and advanced manufacturing) by 2012.**

### *Strategies*

A. Maintain a quality One-Stop Career System that connects employers and workers and facilitates access to workforce services, education services and information.

B. Enhance coordination among workforce system partners and streamline services by eliminating duplication and ineffective or unnecessary practices.
C. Continue to expand opportunities to partner with libraries, foundations and others to increase access to information and services in all communities across the state.

D. Provide access to information, financial aid and other supportive services that allow all workers to obtain education and training leading to employment.

E. Coordinate a system of work supports for low-income workers to help them stay employed and move toward economic self-sufficiency (e.g. food stamps, child care, housing) and provide safety nets to those who are in transition in the workforce.

F. Support bridge program development for underprepared youth and adults.

G. Support a comprehensive educational system for all students K-16+ that includes rigorous school-based learning and relevant work-based learning.

H. Improve the effectiveness of the workforce system through the creation of an accountability system that includes:
   1. Implementation of common core measures in K-12 education
   2. Implementation of a longitudinal data system that interfaces with the workforce system to track outcomes of Idaho student achievements and program success

I. Identify the short and long-term implications of Idaho's aging workforce, associated pipeline issues and potential solutions.

J. Increase the civic engagement of Idahoans in volunteer activities to ameliorate the impact of budget shortfalls in education, social services and other critical areas.

**GOAL 4** **~~IMPROVE AWARENESS~~ SHOWCASE ~~OF~~ THE WORKFORCE SYSTEM AMONG EMPLOYERS, WORKERS, PARTNERS AND POLICY MAKERS LEADING TO EFFECTIVE USE OF ITS RESOURCES. ~~AND EXPAND ITS USE AND EFFECTIVENESS~~**

**Measure** **Establish a measure of Idahoans who are aware of the resources available through the Workforce system.**
Benchmark: The Department of Labor is conducting a survey of Idahoans during 2013 to establish a benchmark, via process measures, of awareness of the workforce system

**Measure** **Increase the use of the *IdahoWorks* labor exchange system to list jobs by employers as a percentage of all new hires by 10 percent by 2015.**

Benchmark: During calendar year 2010 employers listed 49,319 job openings within the Idaho Works system and reported 141,108 new hires during the same calendar year. This is a 34.95 percent "penetration rate" of job openings compared to new hires, utilizing Idaho Department of Labor data.

## *Strategies*

A. Conduct periodic surveys to assess access, awareness, perceptions and use of the workforce system.

B. Review and report use rates of the workforce system.

C. Develop and implement an outreach plan for the workforce system.

D. Meet regularly with the Governor, State Board of Education and other policy makers to present progress reports and make recommendations for improvements.