

Governor's Workforce Summits: Final Report

August 2014



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Executive Summary

Message from the Workforce Summits



The message from South Dakotans at the Workforce Summits was clear:

- 1. Having enough people with the right skills and competencies is the key to success:** South Dakota's economic success is tied to having enough people with the right skills and capabilities for South Dakota jobs. This is an urgent issue requiring continued concentrated attention and effort.
- 2. Employers need more ways to access and support a workforce with needed skills and competencies:** Businesses cannot find enough of the right skills at the right time, and need support from educational institutions, communities and government to attract and retain workers.
- 3. Students and job seekers need more accurate views of career opportunities and employer expectations:** Job seekers do not know the real potential of technical and other careers, or what is expected to succeed.
- 4. Educators are key to developing workforce skills and competencies:** Education is critical to providing the workforce South Dakota needs, and must be focused on the skills and competencies needed to grow and sustain South Dakota's economy.
- 5. All sectors must collaborate to address these issues:** Every sector has a role to play individually, and as part of a unified workforce agenda.

The common question asked at every one of the summits was:

How do we move forward from here?

Executive Summary

Identifying a Path Forward



At the Workforce Summits, it was clear South Dakota is already taking action to develop enough workers with the right skills and competencies to meet employer needs.

It was also clear that South Dakota will never fully solve its workforce challenges. The State must continue to explore opportunities to expand current programs and implement new tools and strategies. Other states and communities have had success overcoming some of the same challenges present in South Dakota. The state can learn from the struggles and successes of its peers for ideas to augment its current workforce efforts.

Each sector has a role in a developing unified workforce agenda moving forward. The next step is for business, education, community and government sectors to identify and implement the possibilities they think will help create an Effective Workforce System.

Executive Summary

Report Overview



This report has four sections:

1. **Executive summary**
2. **Summary of the challenges, current initiatives and strategies discussed at the summits:** The summary information represents a point-in-time synthesis of the dialogue at the six regional Workforce Summits.
3. **Inventory of tools and strategies to consider:** These offer possibilities for the business, education, community and government sectors to consider in order to attract and retain the workers with skills needed for success.
4. **Choosing the path forward:** Outlines how each sector (business, education, community and government) can move forward.

All of the information in this report is organized based on the three key components of an Effective Workforce System, each of which is described on the next page. The three components are:

- Explore and Educate
- Recruit and Retain
- Common Language, Data and a Unified Agenda

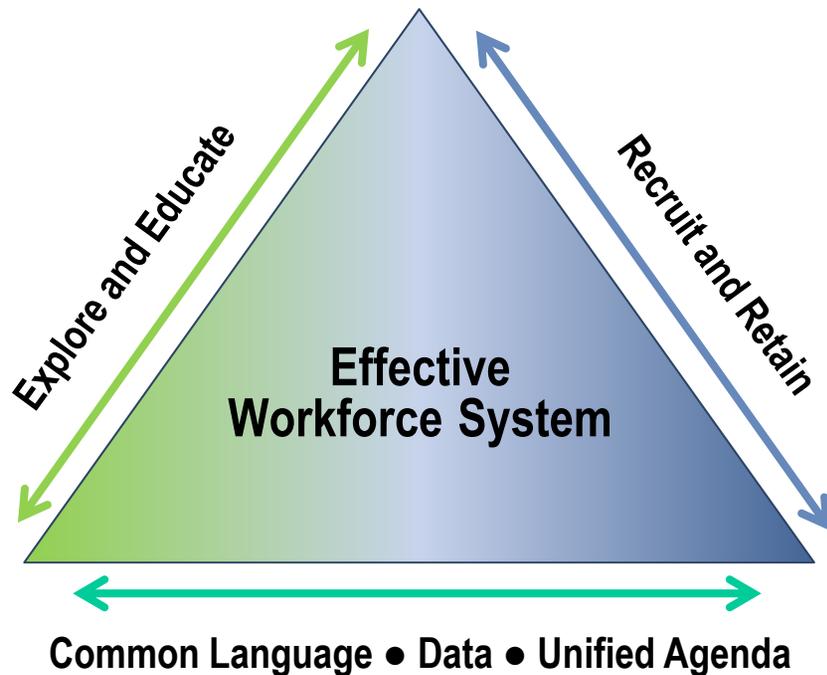
Executive Summary

Key Components of an Effective Workforce System



An Effective Workforce System has three key components:

- Explore and Educate: tools, information and opportunities to guide job seekers to available jobs;
- Recruit and Retain: enhanced mechanisms that connect people to employers and provide support to fill jobs, and keep them filled, with people who have the required skills and competencies; and
- Common Language, Data and a Unified Agenda: the elements that tie the system together.



Executive Summary

Creating a Roadmap



To be successful, action is required by all business, education, community and government sectors.

Each sector should look to answer the following questions to define the path forward:

1. How can we best provide tools, information and opportunities to guide job seekers to in-demand jobs?
2. How can we best enhance mechanisms and provide supports that will help match job seekers to in-demand jobs?
3. How can we be sure we have the right foundation for success?



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South Dakota Workforce Context

The State of the Workforce in South Dakota



South Dakota faces a unusual issue of having more jobs than qualified applicants

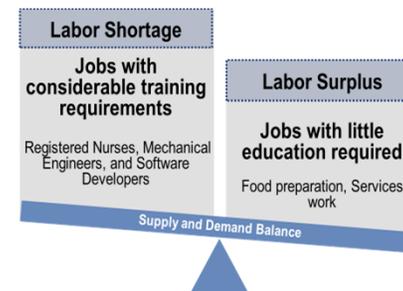
South Dakota's 2013 unemployment rate was 3.8 percent—half of the national average. There is only one unemployed worker for every available job, signaling an economy operating at full employment.



Like the rest of the US, South Dakota's working population is aging, threatening a decrease in the overall working population unless population migration patterns are sustained.



South Dakota faces labor supply shortages in industries requiring considerable training, whereas occupations requiring little education are experiencing an excess in labor supply.



Since the end of the 1990s, South Dakota's labor force participation rate has averaged 6 to 7 percentage points above the national average. However, the participation rate has been on the decline since 2007.



South Dakota Workforce Context

Workforce Efforts to Date



Post-recession, labor force trends were magnified and businesses struggled to find qualified people to fill open positions.

In response, Gov. Dugaard launched South Dakota Workforce Initiatives (SDWINS) in 2012, which has been helping to build a stronger, better educated workforce.

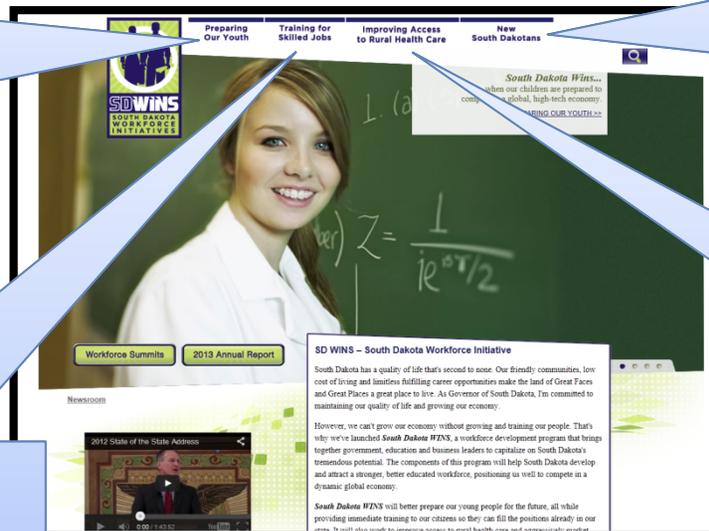
SDWINS is comprised of over 20 strategies spread across four focus areas:

Preparing South Dakota's Youth to Reach Their Potential

Example: Additional dual credit programs created at both the state universities and technical institutes

Training for Skilled Jobs

Example: Mitchell Technical Institute's Welding and Manufacturing training program offers students the option to receive an Associate Degree



Recruiting New South Dakotans to the State

Example: Dakota Roots program connects out-of-state job seekers with in-state career opportunities

Improving Access to Rural Healthcare

Example: Rural Experiences for Health Professions Students (REHPS) gives medical students a four week experience in a rural setting

South Dakota Workforce Context

SDWINS Efforts to Date



- Since SDWINS launched in 2012, it has continued to evolve. Descriptions of all components are online at www.SouthDakotaWINS.com
- Progress has been made in many key areas, which are outlined in the [2013 SDWINS Annual Report](#).
- SDWINS has led to significant progress, but there is always more to be done regarding workforce challenges. Governor Dugaard and the Workforce Cabinet hosted six regional Workforce Summits to update local leaders on progress to date, discuss the challenges that still exist and explore next steps.



“Our efforts need to be persistent and ongoing.”

- Gov. Dennis Daugaard

South Dakota Workforce Summit Overview

Summit Structure and Attendees



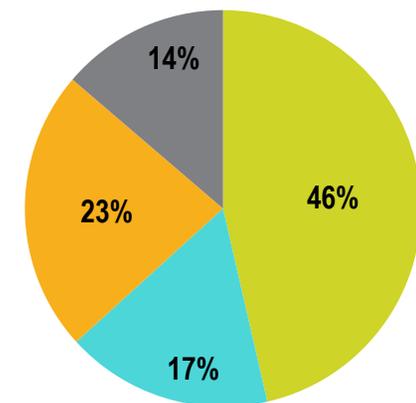
Governor Daugaard hosted a series of regional summits to discuss workforce challenges and solutions across the business, education, community and government sectors.

Regional summits were:

- Held in six communities
- Open to the public
- Guided by local community hosts
- A forum to discuss current programs
- A chance to learn about workforce and labor market trends, and offer ideas about what to do next
- Comprised of panel discussion and breakout groups

April 29: Mitchell
May 21: Watertown
May 22: Brookings
June 3: Rapid City
June 4: Aberdeen
June 17: Sioux Falls

Total Summit Participants



1,056 Total Attendees

Business: 490

Education: 178

State & Local Government: 243

Others in the Community: 145

South Dakota Workforce Summit Overview

Summit Agendas



While the specific summit agendas were tailored to each community, all summits included:

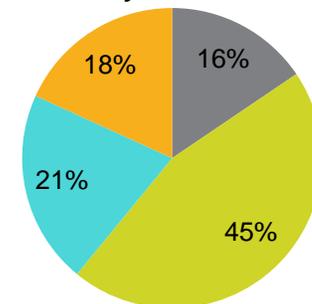
- Data on growth and change in South Dakota's labor market
- SDWINS Workforce Cabinet panel discussion
- Discussion-based breakout groups

Breakout group discussions covered three key questions:

1. What are the major workforce **challenges** facing your region?
2. What are examples of **initiatives** or solutions you have attempted to resolve workforce challenges in your region, and were they successful?
3. What **strategies** can each sector pursue to address these challenges? For each sector, which strategy do you think would make the greatest difference in resolving the workforce challenges in your region?

60+ Breakout groups

Breakout Group Participation
By Sector



Legend

Business
Education

State & Local Government
Others in the Community

See the [appendix](#) for individual summaries of each community Summit. 13

South Dakota Workforce Summit Overview

Report Out Overview

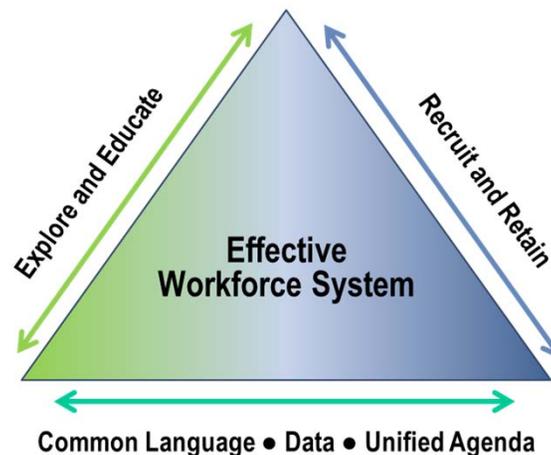


The most frequently discussed **challenges**, **initiatives** and **strategies** are organized according to the components of an Effective Workforce System, focusing on Explore and Educate along with Recruit and Retain.

Explore and Educate

Guide job seekers to jobs by providing tools, information and opportunities that:

- Help people *Explore Career Possibilities*
- Enable educators and trainers to *Educate for Employment*



Recruit and Retain

Enhance the mechanisms that connect people to employers and provide support to:

- *Recruit New Workers*, especially for hard-to-fill jobs
- *Retain a Productive Workforce* within the state, region and specific employers

To successfully Explore and Educate and Recruit and Retain, an Effective Workforce System needs to be built on:

- A **Common Workforce Language** based on skills and competencies used across job descriptions and postings, curriculum descriptions and resumes
- **Real Time Data** on workforce supply and demand
- A **Unified Agenda** with roles and expectations for every sector

Key Challenges

The message from summit participants was clear: **having enough workers with the right skills and competencies is the key to success. South Dakota's economic success is tied to having people with the right skills and capabilities for South Dakota jobs.** This is an urgent issue that requires continued concentrated attention and effort.

Summit Report-out

Key Challenges



The following challenge areas were those most frequently cited across the summits:

Explore and Educate	Explore Career Opportunities	<ul style="list-style-type: none"> • Young people, parents and educators have misperceptions of technical and other careers, and do not understand the opportunities these careers provide • Many job seekers have unrealistic job/career expectations and do not know how or where to begin searching for jobs
	Educate for Employment	<ul style="list-style-type: none"> • The education and training system needs to continually adjust to meet the current needs of the business community • Access to education and training in Career Technical Education (CTE) and Science, Technology, Engineering and Math (STEM) fields is limited, especially in rural areas • Some job seekers lack exposure to early real world work experience
Recruit and Retain	Recruit New Workers	<ul style="list-style-type: none"> • Employers struggle to find and attract workers who fit their business needs • Communities struggle to recruit or attract new workers due to perceptions of limited work opportunities and community amenities in South Dakota
	Retain a Productive Workforce	<ul style="list-style-type: none"> • Employers struggle to retain workers due to competition for available skills • Workers want opportunities for professional growth and development at their jobs • Job seekers' soft skills do not always match employer expectations • Communities lack available and affordable housing options to attract and retain workers • Specialized services are required to support the integration of different cultures, disabled and multilingual populations into the workforce

Current Initiatives

At the Workforce Summits, it was clear South Dakota is already taking action to develop workers with the right skills and competencies to meet employer needs.

Summit Report-out

Current Initiatives



Summit participants highlighted a variety of successful initiatives the State and communities have already taken to augment their workforce and create a platform for change.

Explore and Educate	Explore Career Opportunities	<ul style="list-style-type: none"> Partnerships between business and local universities to provide a shadowing program to students Career Technical Education (CTE) days at local high schools to expose high school students to trade and manufacturing opportunities Business-sponsored Science, Technology, Engineering and Math (STEM) competitions in schools to increase student interest and skills in STEM-related subjects and careers
	Educate for Employment	<ul style="list-style-type: none"> Industry-approved Career Technical Education (CTE) courses and certification programs to tailor training to industry needs Industry leaders sitting on curriculum advisory boards to support tailoring education and training programs to labor market needs
Recruit and Retain	Recruit New Workers	<ul style="list-style-type: none"> Dakota Roots program drawing people back to South Dakota via family and friend referrals Referral incentive program providing cash bonuses to current workers who refer candidates who accept offers, as well as an additional bonus if referral stays with the company Partnership between economic development entities, educational institutions and State government to reassure companies interested in relocating to South Dakota that necessary labor pool exists
	Retain a Productive Workforce	<ul style="list-style-type: none"> Businesses retain workers by checking in with them 45 days after they start a job to discuss alignment of expectations and work experience, and then continue check-ins on a regular basis Housing Opportunity Fund and incentives for low income home buyers support access to affordable housing

Summit Report-out

Current Initiatives



Successful workforce initiatives in action:

Example of industry sponsored Career Technical Education (CTE) course and internship program bringing business to the classroom and tailoring training to industry needs.

ThinkBIG

ThinkBIG, the Caterpillar Service Technology Program, is designed to develop technically competent entry-level service technicians for Caterpillar dealerships.

Butler Machinery Company, the Caterpillar dealer in South Dakota, sponsors students at Lake Area Technical Institute (LATI) who receive up-to-date technical training on Caterpillar equipment and systems.

This program is a combination of classroom instruction, hands-on laboratory instruction and an internship at Butler Machinery. ThinkBIG is divided up into nine terms, five of which are completed at LATI and four of which are completed at a Butler Machinery location, where students earn \$17 per hour. Work experience at the dealership relates to the most recent classroom/lab subjects covered at school. Upon completion of the program, graduates earn an Associate in Applied Science degree (AAS).

Programs like ThinkBIG give students hands-on experience in the workforce and connect their education to real jobs, preparing and training them for work upon graduation.

Summit Report-out

Current Initiatives



Successful workforce initiatives in action:

Example of business providing its workforce with opportunities to develop needed skills and focusing on increased retention.

Molded Fiber Glass Companies Partnership

In Aberdeen, Molded Fiber Glass Companies (MFG) works in partnership with Northern State University (NSU) to provide its employees with English for Speakers of Other Languages (ESOL) classes and General Educational Development (GED) classes.

These courses target MFG's Karen employee base (Karen is an ethnic group from Myanmar), and help participants with language skills, communication skills and confidence building. MFG has also conducted training courses to help managers effectively work with different cultures and learning styles.

As a result of these efforts, MFG has seen improved communication across its entire workforce, reduced cost and quality risks, increased the utilization of its labor supply and increased retention of its employees. Thanks to the supportive environment MFG offers, Karen team members also have become a key source for new workers, recruiting friends and relatives to the company.

Example of a community taking action to address needed housing support.

Mitchell Area Housing Study

The Mitchell Area Chamber of Commerce sponsored the 2012 Mitchell Area Housing Study to assess the housing situation in the community.

The research identified gaps in the housing stock and made recommendations on the amount and types of housing needed, as well as provided a range of action strategies. This publicly available research informed community members and developers of strategies to overcome the area's housing needs.

Potential Strategies

Summit participants highlighted **additional opportunities** for all sectors (business, education, community and government) to contribute to an Effective Workforce System, especially by **collaborating together.**

Summit Report-out

Cross-Sector Strategy Ideas



Participants overwhelmingly cited the need for cross-sector collaboration when asked what strategies each can pursue to address challenges.

Explore and Educate	Explore Career Opportunities	<ul style="list-style-type: none"> • Business and schools could collaborate to increase internship and job shadowing opportunities to help students explore different career paths • Community organizations could work with industry to launch career awareness campaigns—including job fairs and business open-house tours—to increase awareness of education and career opportunities
	Educate for Employment	<ul style="list-style-type: none"> • Education and business could partner to facilitate the development of industry-driven certifications and curriculums to reflect labor market needs • Businesses, community groups and training providers could develop cross-sector programs to increase interest in Career Technical Education (CTE) teaching careers and engage retiring professionals as teachers to address teacher shortages
Recruit and Retain	Recruit New Workers	<ul style="list-style-type: none"> • Local community groups and industry associations could partner to provide information about work opportunities and full compensation packages, and compare South Dakota's data to other states • Local government and communities could enhance and promote community amenities to attract potential workers
	Retain a Productive Workforce	<ul style="list-style-type: none"> • Business and government could collaborate to offer incentives such as loan payment and forgiveness to keep top workers in state • Community organizations and government agencies could enhance outreach, support services and training opportunities for disengaged populations • Communities and schools could develop information to help parents understand the opportunities available in South Dakota for their children

Summit Report-out

Strategy Ideas by Sector



Participants also identified strategies that individual sectors could pursue:

Business	Education	State and Local Government	Others in the Community
<ul style="list-style-type: none"> • Increase workplace flexibility to meet needs of a changing workforce • Expand the number of apprenticeships leading to jobs • Develop creative solutions to provide transportation for workers 	<ul style="list-style-type: none"> • Make specific certifications available in high schools • Train teachers and counselors about Career Technical Education (CTE) options for students and offer more career guidance in school by increasing resources • Assure articulation between post-secondary programs to facilitate ease in transferring and continuing education 	<ul style="list-style-type: none"> • Conduct targeted marketing campaigns focused on the quality of life in South Dakota to recruit out-of-state workers • Grow and sustain programs and initiatives addressing housing challenges associated with recruiting/retraining skilled workers • Provide services to support integration of new populations into workforce • Expand public transportation 	<ul style="list-style-type: none"> • Develop and market community amenities to prospective workers • Improve housing availability and affordability • Increase collaboration and sharing of best practices across different communities

Legend
Explore and Educate strategies
Recruit and Retain strategies



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“This is a marathon, not a sprint...”

- Gov. Dennis Daugaard

South Dakota must continue to explore opportunities to expand current programs and implement new tools and strategies. Other states and communities have had success overcoming some of the same challenges present in South Dakota. The state can learn from the struggles and successes of its peers for ideas to augment its current workforce efforts.

Building an Effective Workforce System

Opportunity Areas for South Dakota



This section provides strategies and tools for consideration to augment current workforce efforts in South Dakota.

Strategies are provided for all three components of a successful workforce system. These strategies are intended to help each sector consider potential opportunities to assure all of South Dakota has the right mechanisms in place to build an **Effective Workforce System**.

Representative examples are also provided to illustrate where these strategies are being put into action elsewhere across the country.

Building an Effective Workforce System

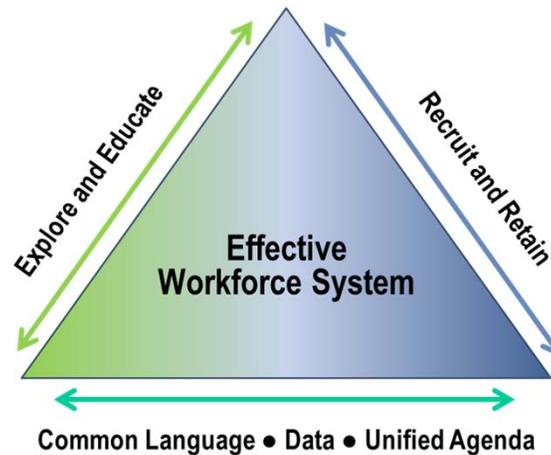
Opportunity Areas for South Dakota



Strategies for South Dakota to consider as each stakeholder assesses what action to take to further strengthen South Dakota's workforce system.

Explore and Educate

- 1 **Explore Career Possibilities**
 - Career Exploration Tools
 - Experience-Based Learning
 - Targeted Awareness Campaigns for In-Demand Skills
 - Career Counselor Resources
- 2 **Educate for Employment**
 - Industry-Recognized Certifications
 - Up-to-date Information on In-Demand Skills
 - Business-Driven Curricula



Recruit and Retain

- 3 **Recruit New Workers**
 - New Pools of Qualified Candidates
 - Community Enhancements and Marketing
 - Cross-sector Recruiting Partnerships
 - Job Matching on Skills and Competencies
- 4 **Retain a Productive Workforce**
 - In-House Development of Existing Workers
 - Clarity and Visibility Around Career Opportunities within Companies
 - Workforce-Oriented Community Supports

Common Language • Data • Unified Agenda

- 5 Common Language
- 6 Real Time Data
- 7 Unified Agenda
 - Planning and Goal Setting
 - Cross Sector Engagement
 - Performance Measurement and Management

Explore and Educate

1) Explore Career Possibilities



Objective: Inform students and job seekers of the breadth of career options and development opportunities available while building an understanding of what those options are really like.

Strategy	Description
Career Exploration Tools	Develop tools to allow job seekers and students to explore potential career pathways and learn about career tracks, salary standards and the workplace environment using real time data. The tools should: <ul style="list-style-type: none"> • Align career expectations with realistic timelines for promotions, advancement, etc. • Promote awareness of breadth of opportunities and entryways into different careers • Demonstrate the skills gained and required at each level of career progression • Offer skills assessments to allow users to gauge relevant skills
Experience-Based Learning	Offer internships and apprenticeships for relevant career tracks to help students gain an understanding of what jobs are really like and allow employers to build connections with students from an early age.
Targeted Awareness Campaigns for In-Demand Skills	Increase awareness of in-demand skills and occupations among students and job seekers to develop interests and influence decisions to pursue specialized education/training. Campaigns should include: <ul style="list-style-type: none"> • Business-sponsored school competitions on in-demand skill related topics (i.e., Science, Technology, Engineering, Math (STEM)) • Job shadowing programs for students • Targeted career days exposing students to specific career track opportunities
Career Counselor Resources	Provide career counselors in high schools, post-secondary and employment offices with up to date information regarding career and technical opportunities – and other in-demand jobs and skills - so they can better inform students, parents and other job seekers.

Explore and Educate

1) Explore Career Possibilities



Strategies in Action

Case Study: Career Exploration Tools

Virginia Community College System – Education Wizard

Details: Similar to what is already in place with SDMyLife, the Virginia Education Wizard offers an assessment to help users explore their career interests and create academic and career plans based on those interests.

Further, it helps users understand which degrees map to which careers, the salary ranges for those careers and local institutions offering courses relevant to those careers. One unique feature of the Education Wizard is that salary information is based on alumni longitudinal data, so users can see the actual salary ranges of real alumni who went down a given career path (not just national averages).

- Uses series of assessments to judge users skills, interests and values
- Offers tools and tips for crafting resumes, interviews and professionalism
- Provides information and resources for different forms of work-based learning and apprenticeship

Explore and Educate

2) Educate for Employment



Objective: Refocus education programs and offerings to align job seeker skills and capabilities with the needs of employers in the region.

Strategy	Description
Industry-Recognized Certifications	Increase use of tools and programs to produce certifications and increase the number of employers requiring these certifications for employment. Expanded use of the National Career Readiness Certificate (NCRC) could help identify individual training needs and better match workers. NCRC assessments could be required as condition of receiving employment services or required in the K-12 education system. Establishing the NCRC as a standardized tool across South Dakota would also increase employer awareness and adoption of the certificate.
Up-to-date Information on In-Demand Skills	Gather supply and demand data across industries and regions in order to develop real time view into the labor market. Use this data to: <ul style="list-style-type: none"> • Refocus education curriculum or redirect program capacity based on employer needs • Identify places where business is projecting a shortage of trained workers • Standardize business communication with education
Business-driven Curricula	Build alignment between current education and training programs and employer needs. Engage business in shaping curricula through board participation and joint curriculum development. Assess the current educational system to evaluate alignment with labor market needs – and then commit to adjusting curricula based on the results.

Explore and Educate

2) Educate for Employment



Strategies in Action

Case Study: Industry Recognized Certifications

Albuquerque NCRC

Details: Albuquerque is requiring minimum National Career Readiness Certificate (NCRC) scores for select city jobs. As part of the application process, applicants must provide WorkKeys (job skills assessment and analysis) scores or take WorkKeys paid for by the city. Albuquerque also made WorkKeys available to any business operating within city limits.

- Provides confirmation of individuals' ability in addition to traditional measurements of resume, referrals, interview, etc.
- Directs individuals who fail to meet a position's minimum criteria to WorkKeys companion KeyTrain program (training used to improve basic skills)
- Provides additional screening mechanism in advance of interviews

Recruit and Retain

3) Recruit New Workers



Objective: Identify new ways to access needed skills and competencies, especially for hard-to-fill jobs

Strategy	Description
New Pools of Qualified Candidates	<p>Identify and develop new sources of qualified candidates from within and outside of the state.</p> <ul style="list-style-type: none"> • Partner with established training programs to develop pipelines of skilled candidates for in-demand skills • Establish targeted initiatives to increase workforce participation of those able to work but not working (discouraged workers) within South Dakota • Use real time data to analyze out-of-state labor markets and identify regions best suited for recruiting efforts
Community Enhancements and Marketing	<p>Prioritize enhancements to community amenities based on the priorities of individuals considering relocation to South Dakota. Create regional recruitment materials targeted at individuals interested in moving to South Dakota. Materials could provide information about work opportunities and full compensation packages (including costs of living) compared to other states and local activities.</p>
Cross-sector Recruiting Partnerships	<p>Build sourcing and referral partnerships between businesses and training or educational organizations to fill in-demand positions. Labor suppliers can connect directly with businesses or coordinate through an intermediary who pools supply across multiple suppliers. Intermediaries can also act as the recruiting arm for businesses, establishing ongoing screening and referral processes for specific job openings. Such partnerships should:</p> <ul style="list-style-type: none"> • Incorporate transparency and shared information about demand for skills and competencies • Include supplier and employer agreements on referral volumes and interview commitments
Job-Matching on Skills and Competencies	<p>Create centralized online hubs for job seekers and employers to improve matches based on actual skills and experiences, competencies and preferences. Such a hub should:</p> <ul style="list-style-type: none"> • Provide tools for job seekers to build or translate their resume into the same language used by employers • Enable employers to directly search and match potential employees based on skills and competencies.

Recruit and Retain

3) Recruit New Workers



Strategies in Action

Case Study: Job Matching on Skills and Competencies

State of Oklahoma – OKJobMatch.com

Details: OKJobMatch.com is a statewide hub that helps job seekers find relevant opportunities and provides employers with access to a statewide workforce bank. Job seekers can see what skills and jobs are in-demand by Oklahoma employers and access state-of-the-art tools for matching to job openings based on transferable skills and for building resumes using the same language and skills referenced by employers. Employers can use the site to find workers meeting their criteria across 160,000 currently active resumes.

- Lets employers search job seekers' resumes and reach out directly
- Matches based on matrix of criteria (skills, education, certifications, licenses, etc.)
- Allows employers to demonstrate interest in hiring special groups (veterans, persons with disabilities, low-income, etc.)

Case Study: New Pools of Qualified Candidates

State Street Corporation

Details: State Street Corporation, a financial services provider, has partnered with Year Up since 2005 to fill its entry level information technology and back-office financial services jobs.

Year Up empowers disadvantaged youth to build professional careers. The nonprofit provides a six month program focusing on workplace etiquette and professional training followed by a six-month corporate internship. As a corporate partner State Street brings on a cohort of Year Up interns each year to fill its high-turnover entry-level jobs. The company then hires from the intern pool for full time or contract positions. By giving as much value to job experience, talent, and character as they do a college degree, State Street is opening up a new pool of talent often overlooked by employers.

- Enables companies to tap eager and energetic workers to fill high-turnover jobs
- Provides needed work experience to youth

Recruit and Retain

4) Retain a Productive Workforce



Objective: Retain talented workers who currently leave South Dakota to seek opportunities elsewhere and support those who stay in South Dakota to achieve their full potential.

Strategy	Description
In House Development of Existing Workers	<p>Foster growth from within organizations by placing emphasis on understanding, developing and better utilizing the existing workforce within companies today. Focus this effort around skills-based competencies in recruiting and position fulfilment, including:</p> <ul style="list-style-type: none"> • Identification of needs based on skill sets required to perform tasks instead of title/experience • Skills-based matching between open positions and internal employees • Focus on competencies of individuals instead of position title and education
Clarity and Visibility Around Career Opportunities within Companies	<p>Provide improved information about career paths, lateral transitions and advancement opportunities within companies in order to improve retention and employee engagement. This should include:</p> <ul style="list-style-type: none"> • Career tracks and opportunities based on an employee's skills and capabilities • Clear descriptions of open positions and skills/competencies required for position • Widespread communications to employees about the opportunities available and what is required to get to next step
Workforce-Oriented Community Supports	<p>Ensure mechanisms are in place to position all job seekers and their families for success, including:</p> <ul style="list-style-type: none"> • Services (e.g., child care, low-income housing subsidies) that remove barriers to work • Business and government partnerships to offer incentives (e.g., loan payment and forgiveness) to keep recent college graduates in the state • Programs to help families acclimate to their new community, find work, etc.

Recruit and Retain

4) Retain a Productive Workforce



Strategies in Action

Case Study: In House Development of Existing Workers

Accenture Consulting Workforce

Details: Often the best sources of required skills and competency data is within a company. Accenture has tracked thousands of real employees' transitions and performance data to construct a skills-based framework for career development and advancement. This framework is used to define the skills necessary and what is expected of employees at every level in each workforce.

- Allows company to identify needed skill set to perform tasks instead of title/experience
- Allows for skills-based matching between open positions and internal employees
- Focuses on competencies of individual instead of position title and education

Common Language, Data, and a Unified Agenda

5) Common Language



Objective: Help connect the right people to the right jobs at the right time by standardizing language around job seeker capabilities and employer needs

Strategy	Description
Common Language	<p>Establish a common language among all workforce stakeholders focused on skills and competencies versus job titles and descriptions.</p> <p>Skills, competencies and proficiencies are the new and emerging language needed to make the connection between jobs and job seekers. Adopting this new language requires a common understanding of what a job requires and what is expected in order for a job seeker to be successful:</p> <ul style="list-style-type: none">• Specify all jobs in terms of the skills, proficiencies and competencies required• Specify all job seeker qualifications in terms of the skills, proficiencies and competencies they possess• Specify all education and training programs in terms of the skills, proficiencies and competencies they develop

Common Language, Data, and a Unified Agenda

5) Common Language



Strategies in Action

Deep Dive: The Case for Skills and Competencies

Using labor market data based on skills and competencies versus solely on job titles and positions offers meaningful insight into the needs of employers. Skills based data can be used as a gauge of employer demand that enables both job seekers and education and training institutions to understand and respond to the specific occupation and skill needs of employers. Labor market searches based only on job titles also miss the opportunity to understand employer needs at a more granular level.

An example of this missed opportunity can be found when searching for Welding jobs in South Dakota.*

- A search using the Standard Occupational Classification (SOC) code or job title Welder shows **462** open welding jobs in South Dakota
- Searching for any job requiring welding as a skill produces **1,274** open positions
- Additionally, a search based on requiring welding as a skill shows that these jobs also **require machining, occupational health and safety, plumbing and electrical work** skills

The implications of this issue are tremendous, and affect job seekers, parents, employers and educators. **Without common, more precise language focusing on skills, competencies and capabilities, the following challenges are:**

- Job seekers and educators cannot decipher the full demand for welding in South Dakota nor build curricula to train to specific skills
- Businesses miss out on a pool of talent qualified to fill their jobs
- Parents and students are stuck with outdated notions of jobs and do not understand new advanced skills needed for certain jobs

*Data source: Burning Glass Technologies. Data shows total online postings in South Dakota from the last 12 months (July 2013-June 2014). The first figure (462) reflects the total number of postings for welders and the second number (1,274) reflects the total number of postings calling for welding as a skill, regardless of whether or not a posting is specifically for a welder.

Common Language, Data, and a Unified Agenda

6) Real Time Data



Objective: Aggregate data from disparate sources and translate into insights that support decision making across an Effective Workforce System.

Strategy	Description
Real time Data	<p>Real time, skill-based supply and demand information is critical to all aspects of an Effective Workforce System.</p> <p>Develop a package of systems and capabilities that produce real time information that:</p> <ul style="list-style-type: none">• Tells employers where to find workers and identifies available skills and competencies• Provides a workforce availability analysis to businesses relocating or expanding• Informs job seekers about in-demand occupations and where those jobs exist• Aligns workforce training with the labor market• Supports policy makers to make informed workforce decisions for South Dakota

Common Language, Data, and a Unified Agenda

6) Real Time Data



Strategies in Action

Case Study: Labor Supply and Demand Data

CompTIA

Details: CompTIA uses real time data to analyze the general demand for IT roles and the specific demand for the certifications which they sponsor. They use data to identify locations for their certification and training programs to meet local business demand, as well as where programs are over or under enrolled. In one example, CompTIA was exploring a potential program in rural Los Angeles, until finding that there was limited demand for the skills the program would produce. The data helped CompTIA understand that there would not be enough jobs for students coming out of the program and then make an informed decision to focus resources elsewhere.

- Allows prioritization of organizational resources on areas of greatest need
- Identifies opportunities for specific programs to have the greatest impact

Case Study: Labor Supply and Demand Data

Ohio Jobs Forecasting

Details: Ohio Governor's Office of Workforce Transformation has deployed a statewide jobs forecasting tool. The tool is intended for use by the top companies in Ohio's nine industry clusters, with targeted companies representing small (as few as 10 employees), medium and large businesses.

- Allows companies to share their most critical jobs needs for one, three and five year horizons
- Shares top 10 most in-demand jobs with public and education system
- Facilitates creation of standard job postings for needed skills across industries
- Has led to partnerships between businesses and post-secondary education

Common Language, Data, and a Unified Agenda

7) Unified Agenda



Objective: Align planning and goal setting, cross-sector engagement as well as performance measurement and management to drive towards a common workforce goal.

Strategy	Description
Planning and Goal Setting	Coordinate management and oversight over various parts of the workforce system and establish responsibility for promoting ongoing cross-sector workforce collaboration through the Workforce Cabinet. Specific responsibilities of this group should include: setting strategy and goals, identifying resources, and monitoring performance and accountability.
Cross-Sector Engagement	Assign responsibility for cross-sector dialogue to the South Dakota Workforce Development Council. As part of the changes outlined in the Workforce Innovation and Opportunity Act, the South Dakota Workforce Development Council could take a leadership role in crafting and approving a unified agenda as well as serving as a liaison to engage with stakeholders about workforce issues.
Performance Measurement and Management	Develop a tool to evaluate program effectiveness based on return on investment (ROI). Identify a ROI measure that works best for South Dakota, use it consistently and refine over time. Ensure accountability and transparency of all sectors for delivering the highest possible ROI.

Common Language • Data • Unified Agenda

7) Unified Agenda



Strategies in Action

Case Study: The Case for a Unified Agenda

Utah

Details: Governor Gary Herbert of Utah has established an integrated 10-year plan for education and economic development. The plan defines one unifying goal for the state - that 66% of all working-age Utahns will hold a post-secondary degree or certificate by 2020.

Drawing the connection between education and economic growth, the Governor states education to be his top budget priority. The 10-year plan *On PACE to 66% by 2020*, outlines supporting goals in four priority areas: **P**repare Young Learners, **A**ccess for All Students, **C**omplete Certificates and Degrees, **E**conomic Success. The goals are specific and the plan clearly state the amount of funding that will be provided for each. The plan also establishes measurable metrics in each of the priority areas, including proficiency levels for reading and math, postsecondary achievement standards as well as career and wage goals.

To enable metric tracking and progress against its stated goals, the Utah Data Alliance (UDA), a collaborative effort across six partner agencies including the Utah Department of Workforce Services (UWS) and the Utah State Office of Education (USOE), established a comprehensive statewide longitudinal data system (SLDS) using federal funds from the U.S. Dept. of Education. SLDS enables UDA to examine educational progress and outcomes over time and provide policy and decision makers with the information they need to support Utah's goal of educational improvement and economic prosperity.

- Establishes one statewide goal for education and workforce and economic development
- Outlines specific, targeted and measureable goals to support statewide goal
- Enables progress measurement through cross-agency data system

Source: <http://www.utah.gov/governor/docs/education/PACE2013Booklet.pdf>



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Creating a Roadmap

Introduction



The common question asked at every one of the summits was: **How do we move forward from here?** Each sector has the opportunity to help pave the path forward. While the answer to *how* to move forward is different for business, education, community and government, each sector has an important role to play.

The following section presents a series of assessment checklists each sector can use to evaluate where it stands in helping to forward South Dakota's workforce efforts. A checklist for individual job seekers is also included to help them evaluate their role in creating an Effective Workforce System. Each checklist is organized by the key components of an Effective Workforce System, and provides questions related to strategies most relevant to the specific sector or job seeker.

After each checklist, action questions are provided for each sector and job seeker to reference as they create their own roadmap for implementing strategies and building an Effective Workforce System.

Creating a Roadmap

Sector/Strategy Crosswalk



The summary chart below shows the strategies for which assessment questions have been provided for each sector or job seeker.

	Business	Education	Community	Government	Job Seeker
Career Exploration Tools		X		X	X
Experience-Based Learning	X	X			X
Targeted Awareness Campaigns for In-Demand Skills	X		X		X
Career Counselor Resources		X	X	X	
Industry Recognized Certifications	X	X		X	
Up-to-date Information on In-Demand Skills	X		X	X	
Business-Driven Curricula	X	X			
New Pools of Qualified Candidates	X	X		X	
Community Enhancements and Marketing			X		X
Cross-Sector Recruiting Partnerships	X				
Job-Matching on Skills and Competencies	X		X	X	X
In House Development of Existing Workers	X				X
Clarity and Visibility Around Career Opportunities within Companies	X				X
Workforce-Oriented Community Supports			X		X
Common Language	X	X	X	X	X
Real Time Data	X			X	X
Planning and Goal Setting				X	
Cross-Sector Engagement				X	
Performance Measurement and Management		X		X	
TOTAL	12	8	7	11	10

Creating a Roadmap | Business

Explore and Educate



The Business sector can use the following self assessment questions to evaluate where it stands in helping to forward South Dakota's workforce efforts.

Explore and Educate Assessment			
Strategy	Assessment Questions	Y	N
Experience-based Learning:	Does your business collaborate with educators to offer internships and apprenticeships?	<input type="checkbox"/>	<input type="checkbox"/>
Targeted Awareness Campaigns for In-Demand Skills:	Does your business engage with students and schools to raise awareness of career opportunities within your company and industry?	<input type="checkbox"/>	<input type="checkbox"/>
Industry Recognized Certifications:	Does your business participate on industry boards and lead discussions on establishing industry recognized certifications? Does your business hire based on certifications?	<input type="checkbox"/>	<input type="checkbox"/>
Up-to-date Information on In-Demand Skills:	Does your business provide transparent and up-to-date information on hiring needs to educators, on its company website, etc.?	<input type="checkbox"/>	<input type="checkbox"/>
Business-Driven Curricula:	Does your company provide input to educators on the skills and experiences graduates need to qualify for employment?	<input type="checkbox"/>	<input type="checkbox"/>
Action Questions			
<p>After completing your Explore and Educate checklist, use these guiding questions to start developing your action plan.</p> <ul style="list-style-type: none"> • What are your business or industry's greatest workforce needs? • Where do you see the greatest opportunity to meet these workforce needs? • Who will be your most important partners? What role should these partners play? • How can you best engage these partners? • What are the most important outcomes related to Explore and Educate for your business or industry? 			

Creating a Roadmap | Business

Recruit and Retain



Recruit and Retain Assessment			
Strategy	Assessment Questions	Y	N
New Pools of Qualified Candidates:	Does your business actively pursue and develop labor pools outside of its traditional employee base? Does your business run specialized campaigns and messaging to recruit target populations within and outside of the state?	<input type="checkbox"/>	<input type="checkbox"/>
Cross-Sector Recruiting Partnerships:	Does your business have established sourcing partners to help fill in-demand positions? Does your business post hiring needs with the Department of Labor and Regulation (DLR) and work with DLR to fill those positions?	<input type="checkbox"/>	<input type="checkbox"/>
Job Matching on Skills and Competencies:	Does your business have recruitment tools that screen applicants based on skills? Are job descriptions updated regularly to show the skills and credentials required to actually perform the job?	<input type="checkbox"/>	<input type="checkbox"/>
In House Development of Existing Workers:	Does your business look internally to fill open positions before recruiting externally? Is regular and specialized training provided to employees? Do line managers have responsibility for developing the workforce?	<input type="checkbox"/>	<input type="checkbox"/>
Clarity and Visibility Around Career Opportunities:	Does your business have clear and distinct career pathways? Are these widely published? Is there an internal job board showing all internal opportunities?	<input type="checkbox"/>	<input type="checkbox"/>
Action Questions			
<p>After completing your Recruit and Retain checklist, use these guiding questions to start developing your action plan.</p> <ul style="list-style-type: none"> • What are your business or industry's greatest workforce needs? • Where do you see the greatest opportunity for your business or industry to meet these workforce needs? • Who will be your most important partners? What role should these partners play? • How can you best engage these partners? • What are the most important outcomes for Recruitment and Retention in your business or industry? 			

Creating a Roadmap | Business

Common Language, Data, and a Unified Agenda



Common Language • Data • Unified Agenda			
Strategy	Assessment Questions	Y	N
Common Language:	Does your business post job descriptions that include the skills and competencies required for that opening?	<input type="checkbox"/>	<input type="checkbox"/>
Real Time Data:	Does your business access real time data to understand the supply of labor available to fill open positions?	<input type="checkbox"/>	<input type="checkbox"/>
Action Questions			
<p>After completing your checklist for Common Language, Data, and a Unified Agenda, use these guiding questions to start developing your action plan.</p> <ul style="list-style-type: none"> • What are your business or industry's greatest workforce needs? • Where do you see the greatest opportunity for your business or industry to use skills and competencies to describe your workforce needs? • Where do you see the greatest opportunity for your business or industry to use real time data about labor sources to meet your workforce needs? 			

Creating a Roadmap | Education

Explore and Educate



The Education sector can use the following self assessment questions to evaluate where they stand in helping to forward South Dakota’s workforce efforts.

Explore and Educate Assessment			
Strategy	Assessment Questions	Y	N
Career Exploration Tools:	Does your institution provide students tools to explore career pathways and options? Do those tools integrate real time data?	<input type="checkbox"/>	<input type="checkbox"/>
Experience-based Learning:	Does your institution have defined and systematic ways in which it works with business to provide hands on career opportunities for students?	<input type="checkbox"/>	<input type="checkbox"/>
Career Counselor Resources:	Does your institution encourage career counselors to help students think about all career options available to them? Are there tools, training, etc. in place to support counselors?	<input type="checkbox"/>	<input type="checkbox"/>
Industry Recognized Certifications:	Does your institution offer students the ability to gain credentials as part of its curriculum? Does your institution work with business to identify which certifications are the most relevant?	<input type="checkbox"/>	<input type="checkbox"/>
Business-Driven Curricula:	Does your institution engage businesses on curriculum advisory boards? Are curricula adjusted regularly based on labor market demands?	<input type="checkbox"/>	<input type="checkbox"/>
Action Questions			
<p>After completing your Explore and Educate checklist, use these guiding questions to start developing your action plan.</p> <ul style="list-style-type: none"> • Where do you see the greatest opportunity for your institution to support the career exploration of its students? • Who will be your most important partners? What role should these partners play? • How can you best engage these partners? • What are the most important outcomes for your institution’s students related to Explore and Educate? 			

Creating a Roadmap | Education

Recruit and Retain



Recruit and Retain Assessment			
Strategy	Assessment Questions	Y	N
New Pools of Qualified Candidates:	Has your institution established educational and work-readiness initiatives targeting disengaged populations or discouraged workers within the state? Does your institution provide training for in-demand skills and industries?	<input type="checkbox"/>	<input type="checkbox"/>
Action Questions			
<p>After completing your Recruit and Retain checklist, use these guiding questions to start developing your action plan.</p> <ul style="list-style-type: none"> • Where do you see the greatest opportunity for your institution to better support recruitment and retention? • Who will be your most important partners? What role should these partners play? • How can you best engage these partners? • What are the most important recruitment and retention-related outcomes for the students that your institution enrolls and graduates? 			

Creating a Roadmap | Education

Common Language, Data, and a Unified Agenda



Common Language • Data • Unified Agenda			
Strategy	Assessment Questions	Y	N
Common Language:	Are courses described using the skills and competencies students can expect to acquire based on completing the course? Does your institution track the skills and competencies that each course teaches and provide this information to students?	<input type="checkbox"/>	<input type="checkbox"/>
Performance Measurement and Management:	Are programs evaluated based on a standard set of measures? Does your institution make decisions about program funding based on program success in achieving those measures?	<input type="checkbox"/>	<input type="checkbox"/>
Action Questions			
<p>After completing your checklist for Common Language, Data, and Unified Agenda, use these guiding questions to start developing your action plan.</p> <ul style="list-style-type: none"> • Where do you see the greatest opportunity for your institution to integrate the use of skills and competencies in managing its curriculum and programming? • Where do you see the greatest opportunity for your institution to integrate or scale performance measurement and management to achieve desired program outcomes and efficient resource allocation? 			

Creating a Roadmap | Community

Explore and Educate



Others in the community can use the following self assessment questions to evaluate where they stand in helping to forward South Dakota’s workforce efforts.

Explore and Educate Assessment			
Strategy	Assessment Questions	Y	N
Targeted Awareness Campaigns for In-Demand Skills:	Does your community work with business and education to help raise awareness of local career opportunities?	<input type="checkbox"/>	<input type="checkbox"/>
Career Counselor Resources:	Does your community provide information to career counselors regarding the career opportunities available locally?	<input type="checkbox"/>	<input type="checkbox"/>
Up-to-date Information on In-Demand Skills:	Does your community evaluate local labor supply and demand data? Does your community adjust programs based on the results?	<input type="checkbox"/>	<input type="checkbox"/>
Action Questions			
<p>After completing your Explore and Educate checklist, use these guiding questions to start developing your action plan.</p> <ul style="list-style-type: none"> • What are your community's greatest workforce needs? • Where do you see the greatest opportunity for your community to meet these workforce needs? • Who will be your most important partners? What role should these partners play? • How can you best engage these partners? • What are the most important outcomes for your community related to Explore and Educate? 			

Creating a Roadmap | Community

Recruit and Retain



Recruit and Retain Assessment			
Strategy	Assessment Questions	Y	N
Community Enhancements and Marketing:	Does your community study what types of amenities and infrastructure job seekers are looking for in a community? Is there an understanding of the cost of living relative to other areas? Is there a long term community development plan? Does your community bring stakeholder groups together to talk about areas of greatest need?		
Job-Matching on Skills and Competencies:	Is there a common understanding of the skill-base in your community and skill needs of local businesses?		
Workforce-Oriented Community Supports:	Does your community study the education, work and support needs of its community members? Is there a long term housing strategy? Are support resources located in areas of high demand?		
Action Questions			
<p>After completing your Recruit and Retain checklist, use these guiding questions to start developing your action plan.</p> <ul style="list-style-type: none"> • What are your community's greatest workforce needs? • Where do you see the greatest opportunity for your community to meet these workforce needs? • Who will be your most important partners? What role should these partners play? • How can you best engage these partners? • What are the most important outcomes for recruitment and retention in your community? 			

Creating a Roadmap | Community

Common Language, Data, and a Unified Agenda



Common Language • Data • Unified Agenda			
Strategy	Assessment Questions	Y	N
Common Language:	Does your community talk about labor market challenges and opportunities in terms of skills and competencies?	<input type="checkbox"/>	<input type="checkbox"/>
Action Questions			
<p>After completing your checklist for Common Language, Data, and Unified Agenda, use these guiding questions to start developing your action plan.</p> <ul style="list-style-type: none"> • What are your community's greatest workforce needs? • Where do you see the greatest opportunity for your community to use skills and competencies to describe your workforce needs? • Where do you see the greatest opportunity for your community to use real time data about labor sources to meet your workforce needs? 			

Creating a Roadmap | State and Local Govt.

Explore and Educate



State and Local Government can use the following self assessment questions to evaluate where they stand in helping to forward South Dakota's workforce efforts.

Explore and Educate Assessment			
Strategy	Assessment Questions	Y	N
Career Exploration Tools:	Does your entity sponsor, support or promote broadly accessible tools that help students and job seekers explore career options? Do these tools provide access to real time labor market data?		
Career Counselor Resources:	Does your entity support vehicles for educating counselors on labor market trends, career options and related trainings? Does your entity have funds available to expand counselor resources?		
Industry Recognized Certifications:	Does your entity support industry recognized certifications? Does your entity promote or mandate these certifications as part of its programming?		
Up-to-date Information on In-Demand Skills	Does your entity have an aggregate view of supply and demand data across industries and regions?		
Action Questions			
<p>After completing your Explore and Educate checklist, use these guiding questions to start developing your action plan.</p> <ul style="list-style-type: none"> • What are your state or region's greatest workforce needs? • Where do you see the greatest opportunity for your entity to meet these workforce needs? • Who will be your most important partners? What role should these partners play? • How can you best engage these partners? • What are the most important outcomes for your entity related to Explore and Educate? 			

Creating a Roadmap | State and Local Govt.

Recruit and Retain



Recruit and Retain Assessment			
Strategy	Assessment Questions	Y	N
New Pools of Qualified Candidates:	Are the programs your entity currently supports adequate for bringing disengaged populations or discouraged workers into the labor market? Does your entity conduct marketing campaigns in or out of state targeting specific in-demand skills?	<input type="checkbox"/>	<input type="checkbox"/>
Job-Matching on Skills and Competencies:	Do the job search tools your entity supports include functionality to match job seekers and employers based on skills and competencies?	<input type="checkbox"/>	<input type="checkbox"/>
Action Questions			
<p>After completing your Recruit and Retain checklist, use these guiding questions to start developing your action plan.</p> <ul style="list-style-type: none"> • What are your state or region's greatest workforce needs? • Where do you see the greatest opportunity for your entity to meet these workforce needs? • Who will be your most important partners? What role should these partners play? • How can you best engage these partners? • What are the most important outcomes for recruitment and retention in your entity? 			

Creating a Roadmap | State and Local Govt. Common Language, Data, and a Unified Agenda



Common Language • Data • Unified Agenda			
Strategy	Assessment Questions	Y	N
Common Language:	Are your entity's programs and systems facilitating the use of a common language focused on skills and competencies rather than job titles and descriptions?		
Real Time Data:	Does your entity have access to real time data to understand labor market dynamics and inform policy decisions?		
Planning and Goal Setting:	Does your entity participate in cross-program/stakeholder groups focused on workforce? Is there one person in your entity responsible for oversight over all workforce-related programs?		
Cross-Sector Engagement:	Is there a single entity responsible for organizing workforce collaboration across your entity?		
Performance Measurement and Management:	Does your entity measure all workforce programs using a consistent set of measures?		
Action Questions			
<p>After completing your checklist for Common Language, Data, and Unified Agenda, use these guiding questions to start developing your action plan.</p> <ul style="list-style-type: none"> • What are your state or region's greatest workforce needs? • Where do you see the greatest opportunity for your entity to use skills and competencies to describe its workforce needs? • Where do you see the greatest opportunity for your entity to use real time data about labor sources to meet your workforce needs? 			

Creating a Roadmap | Job Seekers

Explore and Educate



Individuals can use the following self assessment questions to evaluate where they stand in helping to forward South Dakota’s workforce efforts.

Explore and Educate Assessment			
Strategy	Assessment Questions	Y	N
Career Exploration Tools:	Do you understand the various career paths available to you? Do you have access to tools and resources to help you understand career opportunities? Do you use those available tools to explore potential options?		
Experience-based Learning:	Are you aware of the implications of pursuing internships or apprenticeships? Have you identified potential internships or apprenticeships that would help advance your career?		
Targeted Awareness Campaigns for In-Demand Skills:	Do you know where to go to access information from educational institutions, businesses and your community to become more knowledgeable about career opportunities?		
Community Enhancements and Marketing:	Do you understand what the cost of living in your community is relative to others? Have you articulated the community amenities most important to you?		
Action Questions			
<p>After completing your Explore and Educate checklist, use these guiding questions to start developing your action plan.</p> <ul style="list-style-type: none"> • What are your short and long-term career goals? • What additional information do you need about career opportunities to help you define your career goals? • How do your career goals inform your personal investment in your education, training and/or job search? • Where do you see opportunity to get experience-based learning that can forward your career goals? • Who and what are your most important sources of information and support? • How can you best engage your supporters? 			

Creating a Roadmap | Job Seekers

Recruit and Retain



Recruit and Retain Assessment			
Strategy	Assessment Questions	Y	N
Job-Matching on Skills and Competencies:	Is your resume organized in terms of the skills and competencies you have built? Do you search for jobs with similar skill requirements?	<input type="checkbox"/>	<input type="checkbox"/>
In House Development of Existing Workers:	Do you take advantage of training opportunities presented within your company? Do you provide your employer with input on the types of training that would enhance your job performance?	<input type="checkbox"/>	<input type="checkbox"/>
Clarity and Visibility Around Career Opportunities:	Are you aware of the career tracks and opportunities available to you within your current organization?	<input type="checkbox"/>	<input type="checkbox"/>
Workforce-Oriented Community Supports:	Are you aware of the various community supports provided within your community? Do you communicate to your community leaders about what additional support programs are needed?	<input type="checkbox"/>	<input type="checkbox"/>
Action Questions			
<p>After completing your Recruit and Retain checklist, use these guiding questions to start developing your action plan.</p> <ul style="list-style-type: none"> • What information or support would help you to best articulate your current skills, competencies and experiences? • What types of training and skill development would be most useful in advancing your career goals? • What additional information do you need about the career progression opportunities at your current organization? • Where do you see the greatest opportunity to engage your community leaders about support programs that would be helpful to you and your peers in advancing your career? 			

Creating a Roadmap | Job Seekers

Common Language, Data, and a Unified Agenda



Common Language • Data • Unified Agenda			
Strategy	Assessment Questions	Y	N
Common Language:	Do you know which career tracks are relevant to you based on your current skills and competencies?	<input type="checkbox"/>	<input type="checkbox"/>
Real Time Data:	Do you utilize real time information about labor supply and demand to inform your job search? Do you know the types of jobs matching your area of study or training?	<input type="checkbox"/>	<input type="checkbox"/>
Action Questions			
<p>After completing your checklist for Common Language, Data, and Unified Agenda, use these guiding questions to start developing your action plan.</p> <ul style="list-style-type: none"> • What are the range of careers available matching the skills, competencies and experiences you have or are building? • What are the specific types of jobs in-demand today requiring the skills, competencies and experiences you have or are building? • Where are there opportunities to use information about the number of people in your education or training program or with your similar skill set to inform how you conduct your job search? 			

Creating a Roadmap

How to Take Action



For all sectors, use the checklist as a starting point to understand where you are today and the action questions to support your action planning. As you develop your plan, there are three primary action items to consider taking.

1. Identify and Prioritize Opportunities
 - Identify areas of greatest need and greatest opportunity
 - Compare those areas to the costs and effort required to take action
 - Prioritize opportunities based on opportunity and cost
2. Build a Base for Collaboration
 - Identify and convene partners within and outside of your sector
 - Agree on the roles and responsibilities of each partner group
3. Start Taking Action
 - Develop a long term roadmap, anchored on shared and measurable goals
 - Agree on a 90 day plan focused on what you want to do now to set the stage for a longer term initiative
 - Identify a clear owner and support resources for each activity

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South Dakota WINS
Mitchell-Huron-Yankton
Report-out Summary

April 29, 2014



High performance. Delivered.

Strategy | Digital | Technology | Operations

Mitchell-Huron-Yankton Agenda and Participants



Governor's Regional Workforce Summit April 29, 2014

Mitchell Technical Institute, Technology Center • Amphitheatre
1800 East Spruce Street, Mitchell, South Dakota
Time: 9:00 am - 4:15 pm

8:30-9:00 Conference Registration / Coffee Served

9:00-9:05 Welcome: David Owen, South Dakota Chamber, Workforce Summit Moderator

9:05-9:30 Opening Remarks: Governor Dennis Daugaard

9:30-10:15 South Dakota WINS; state workforce development initiative

State Cabinet Panel:

Melody Schopp, Secretary of Education

Marcia Hultman, Secretary of Labor and Regulation

Janelle Toman, Communications Director of the Board of Regents

Doneen Hollingsworth, Secretary of Health

10:15 –10:30 Break

10:30-11:15 Growth and Change in SD Labor Markets: Dr. Sid Goss, Professor SDSMT (ret.)

11:15 – 11:30 2014 JRV/District III Employer Survey Results: Greg Henderson, District III

11:30-11:45 Pick Up Lunch / Break

11:45-12:45 Working Lunch / Success in the New Economy: Kevin Fleming

12:45-1:00 Parameters for Small Group Breakout Discussions: Accenture Consulting

1:00-2:15 Small Group Breakout Discussions

2:15-2:30 Break / Reassemble

2:30-3:30 Solutions Panel

Moderator: David Owen

Rebecca Knudsen, VP of Community Services, Lutheran Social Services of SD

John Kramer, Director, Yankton Development

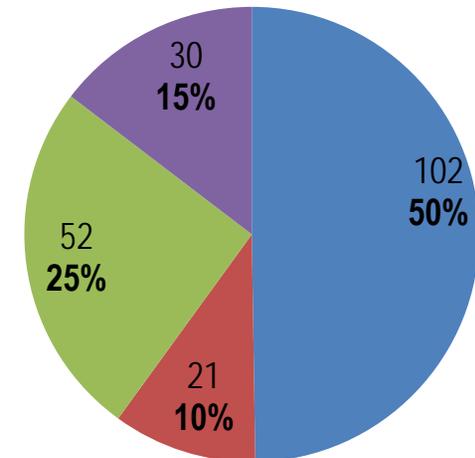
Todd Kolden, Employment Services Director, Department of Labor and Regulation

Terry Sabers, VP, Muth Electric, Inc.

3:30-4:00 Findings of Small Group Discussions: Accenture Consulting

4:00-4:15 Wrap-Up, Next Steps and Closing Remarks

205 individuals attended the
Mitchell Summit



- Business
- Education
- State and Local Government
- Others in the Community

Mitchell-Huron-Yankton

Workforce Challenges and Successful Initiatives



Participants were asked: “What are the major workforce challenges facing your region?”

Most Frequently Cited Challenges Across Breakout Groups

Challenges
1. Housing availability and affordability
2. Finding skilled/qualified workers
3. Retaining workers in conjunction with an aging workforce
4. Insufficient wages/benefits to attract and retain talent
5. Misperceptions about trades and manufacturing
6. Perception of opportunities and standard of living in South Dakota among workers at large
7. Student career awareness
8. Lack of technical training opportunities

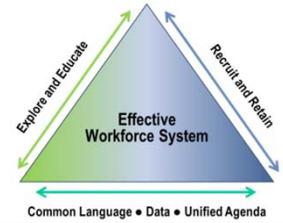
Participants were asked: “What are examples of initiatives or solutions that are working successfully to resolve workforce challenges in your region?”

Most Frequently Cited Successful Initiatives

Examples of Existing Initiatives
1. Housing construction, loans and assessments
2. Scholarship and tuition reimbursement
3. Internships
4. Local high school students in talent pipeline
5. Career Technical Education (CTE) programs
6. Local recruiting and job fairs
7. School cooperation and transferability
8. Regional Technology Education Center (RTEC) programs

Mitchell-Huron-Yankton

Top Sector Strategies



Participants were asked: “What strategies can each of the following sectors (Business, Education, Government, Others in the Community) pursue to address these challenges? Of the strategies you have identified, which do you think would make the greatest difference in resolving the workforce challenges in your region?”

Most Frequently Cited Strategies to Consider from Breakout Groups

Business

1. Increase transparency about work opportunities, compensation packages, and job expectations
2. Make internship, scholarship, and apprenticeship opportunities more readily available
3. Expand career awareness partnerships between business, education, and the community
4. Take responsibility for employee development and skills

Government

1. Prioritize funding for training programs that are responsive to business needs
2. Engage government in solving housing challenges that impact availability of skilled workers
3. Attract talent by enhancing marketing of the opportunities and quality of life in South Dakota
4. Provide targeted education funding to prepare students to enter workforce

Mitchell-Huron-Yankton

Top Sector Strategies (continued)



Participants were asked: “What strategies can each of the following sectors (Business, Education, Government, Others in the Community) pursue to address these challenges? Of the strategies you have identified, which do you think would make the greatest difference in resolving the workforce challenges in your region?”

Most Frequently Cited Strategies to Consider from Breakout Groups

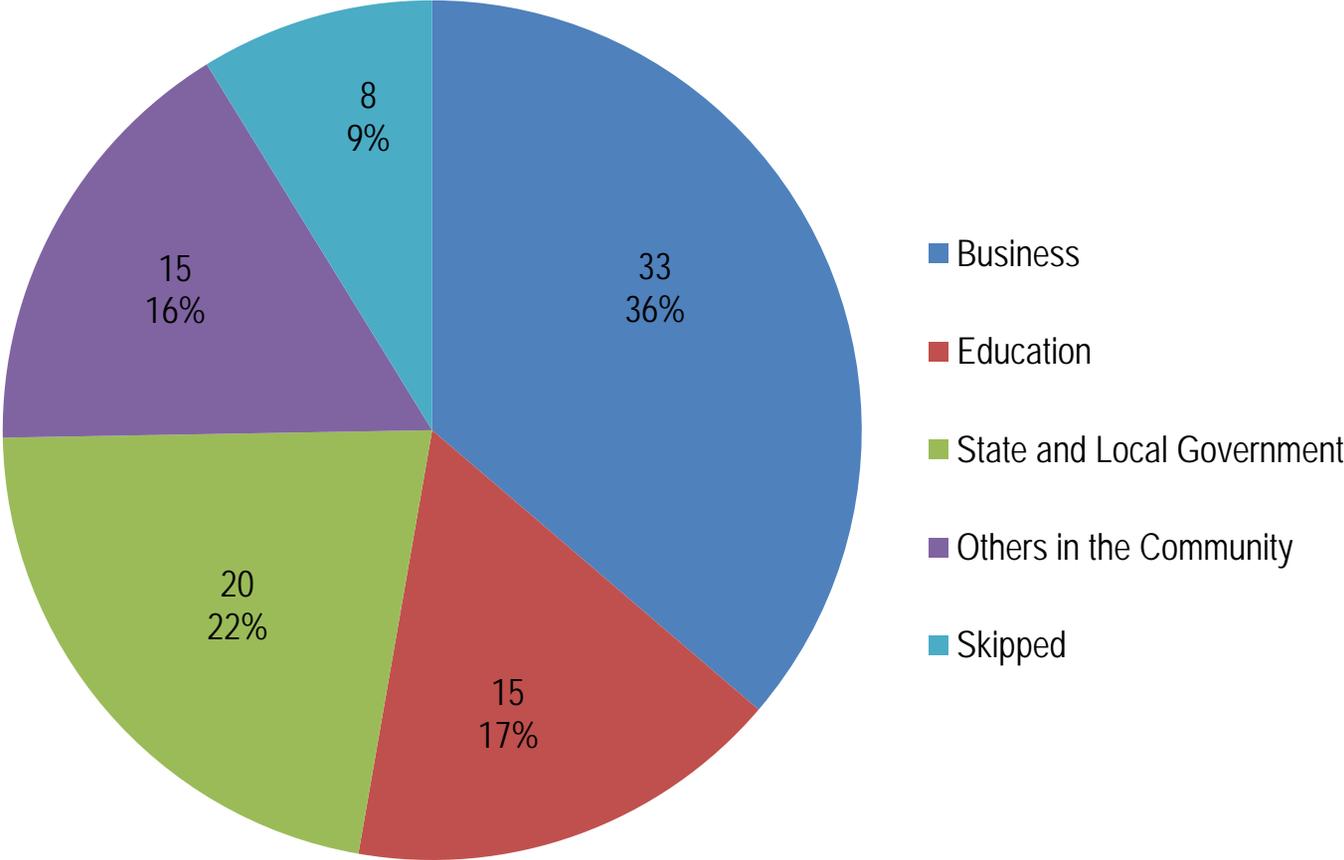
Education
1. Partner with industry to bring business to the classroom
2. Proactively engage business to develop industry-driven and recognized certifications and curriculum
3. Expose students to business environments sooner and more often
4. Increase awareness of various education and career opportunities as well as exploration tools

Others in the Community
1. Enhance community amenities to attract potential workers
2. Proactively market the community and lifestyle to showcase the welcoming South Dakota environment for prospective talent
3. Promote the value of diversity in the labor force
4. Provide community supports to facilitate a productive workforce

Mitchell-Huron-Yankton Feedback Survey Results



Q1. What sector do you represent?



Mitchell-Huron-Yankton

Feedback Survey Results (continued)



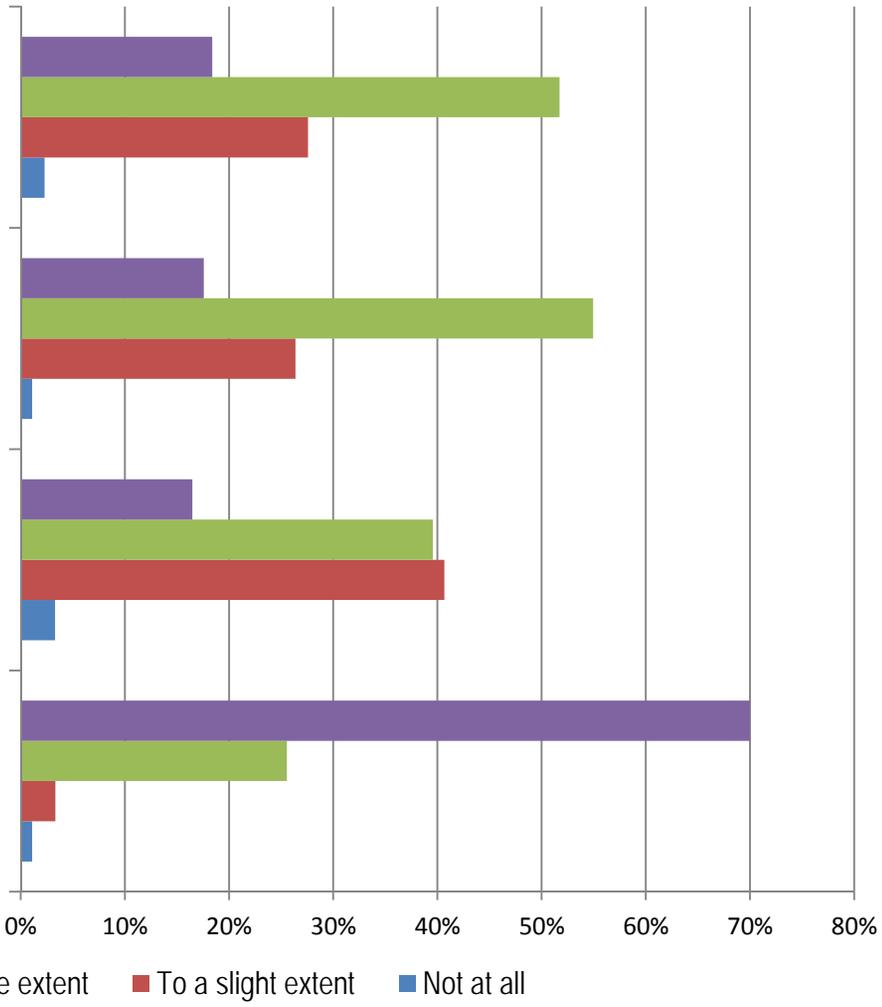
Q2. – 5.

To what degree do you believe your region has the capabilities needed to resolve its workforce challenges as a result of attending the Summit?

To what degree did you learn about the new strategies for addressing workforce challenges as a result of attending the Summit?

To what degree did you learn things about workforce challenges that you did not already know as a result of attending the Summit?

To what degree did you find the morning presentations informative?



A photograph of Mount Rushmore National Memorial in South Dakota, showing the four large granite faces carved into the mountain. The sky is blue with some light clouds. The foreground shows a rocky slope with some evergreen trees.

South Dakota WINS Watertown Report-out Summary

June 21, 2014

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High performance. Delivered.

Strategy | Digital | Technology | Operations

Watertown

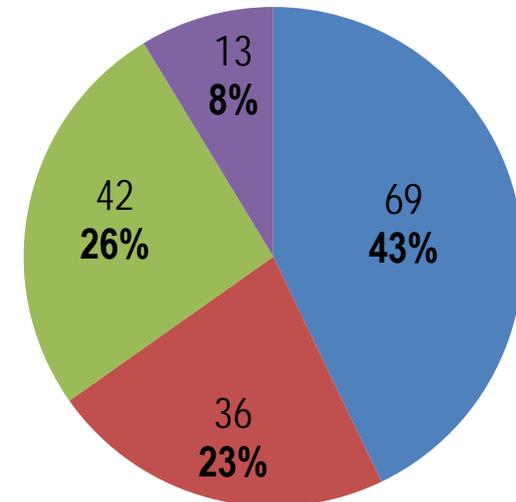
Agenda and Participants



Governor's Regional Workforce Summit
May 21, 2014
Lake Area Technical Institute
1201 Arrow Avenue, Watertown, South Dakota
Time: 9:00 am - 4:00 pm

- 9:00-9:05 Welcome**
David Owen, South Dakota Chamber, Workforce Summit Moderator
- 9:05-9:30 Opening Remarks**
Governor Dennis Daugaard
- 9:30-10:15 South Dakota WINS; State Workforce Development Initiative**
State Cabinet Panel:
Melody Schopp, Secretary of Education
Marcia Hultman, Secretary of Labor and Regulation
Nathan Lukkes, South Dakota Board of Regents
Doneen Hollingsworth, Secretary of Health
- 10:15-10:30 Break**
- 10:30-11:30 Growth and Change in SD Labor Markets**
Paul E. Harrington, Ph.D., Drexel University Center for Labor Markets and Policy
- 11:30-11:45: Lunch/Break**
- 11:45-12:45 Working Lunch**
Edward Gordon, Author, Workforce Consultant
- 12:45-1:00 Parameters for Small Group Breakout Discussions**
Accenture Consulting
- 1:00-2:15 Small Group Breakout Discussions**
- 2:15-2:30 Break / Reassemble**
- 2:30-3:15 Panel Discussion**
Moderator: David Owen
Dr. Leslie Jutting, Superintendent, Watertown School District
Bert Falak, Director, Northeast Technical High School
Deb Shephard, President, Lake Area Technical School.
- 3:15-3:45 Findings of Small Group Discussions**
Accenture Consulting
- 3:45-4:00 Wrap-Up, Next Steps and Closing Remarks**
- 4:00 Adjourn and Tours of LATI Facilities**

160 individuals attended the Watertown Summit



- Business
- Education
- State and Local Government
- Others in the Community

Watertown

Workforce Challenges and Successful Initiatives



Participants were asked: "What are the major workforce challenges facing your region?"

Most Frequently Cited Challenges Across Breakout Groups

Challenges
1. Mismatch between job and image of job especially skilled trade work
2. Lack of skilled workers
3. Younger generation is not aware of what careers and pathways are available
4. Rural area and lifestyle does not attract employers or workers
5. Available workers, especially younger generation, do not have the necessary work ethic or appreciation for jobs
6. Workforce lacks basic soft skills
7. Wages and benefits are not high enough to attract or retain workforce
8. Hard to attract and keep students in South Dakota

Participants were asked: "What are examples of initiatives or solutions that are working successfully to resolve workforce challenges in your region?"

Most Frequently Cited Successful Initiatives

Examples of Existing Initiatives
1. Offer tuition reimbursement and scholarships for in-demand professions
2. Expand career prep services available to the public
3. Engage youth early with career opportunities
4. Promote, partner with and expand CTE programs
5. Increase exposure to business and career opportunities among potential workers
6. Promote communities to foster economic development to attract a workforce
7. Increase the number of available internships
8. Build life skills with youth through education and mentoring

Watertown

Top Sector Strategies



Participants were asked: “What strategies can each of the following sectors (Business, Education, Government, Others in the Community) pursue to address these challenges? Of the strategies you have identified, which do you think would make the greatest difference in resolving the workforce challenges in your region?”

Most Frequently Cited Strategies to Consider from Breakout Groups

Business

1. Increase flexibility in meeting needs of a changing workforce
2. Increase internships and tuition reimbursement programs
3. Offer increased professional development opportunities including apprenticeships
4. Demonstrate/showcase needs to workforce and educators and promote cooperation

Government

1. Reinvest in local communities
2. Motivate students to remain in state
3. Recruit workers from outside of state with marketing of benefits
4. Reform unemployment benefits

Watertown

Top Sector Strategies (continued)



Participants were asked: “What strategies can each of the following sectors (Business, Education, Government, Others in the Community) pursue to address these challenges? Of the strategies you have identified, which do you think would make the greatest difference in resolving the workforce challenges in your region?”

Most Frequently Cited Strategies to Consider from Breakout Groups

Education
1. Tweak curriculum/engagement strategy to adapt to future workforce needs
2. Increase awareness of careers through internships and job shadowing
3. Develop better relationships with business and integrate into classroom
4. Increase resources and training available to career counselors

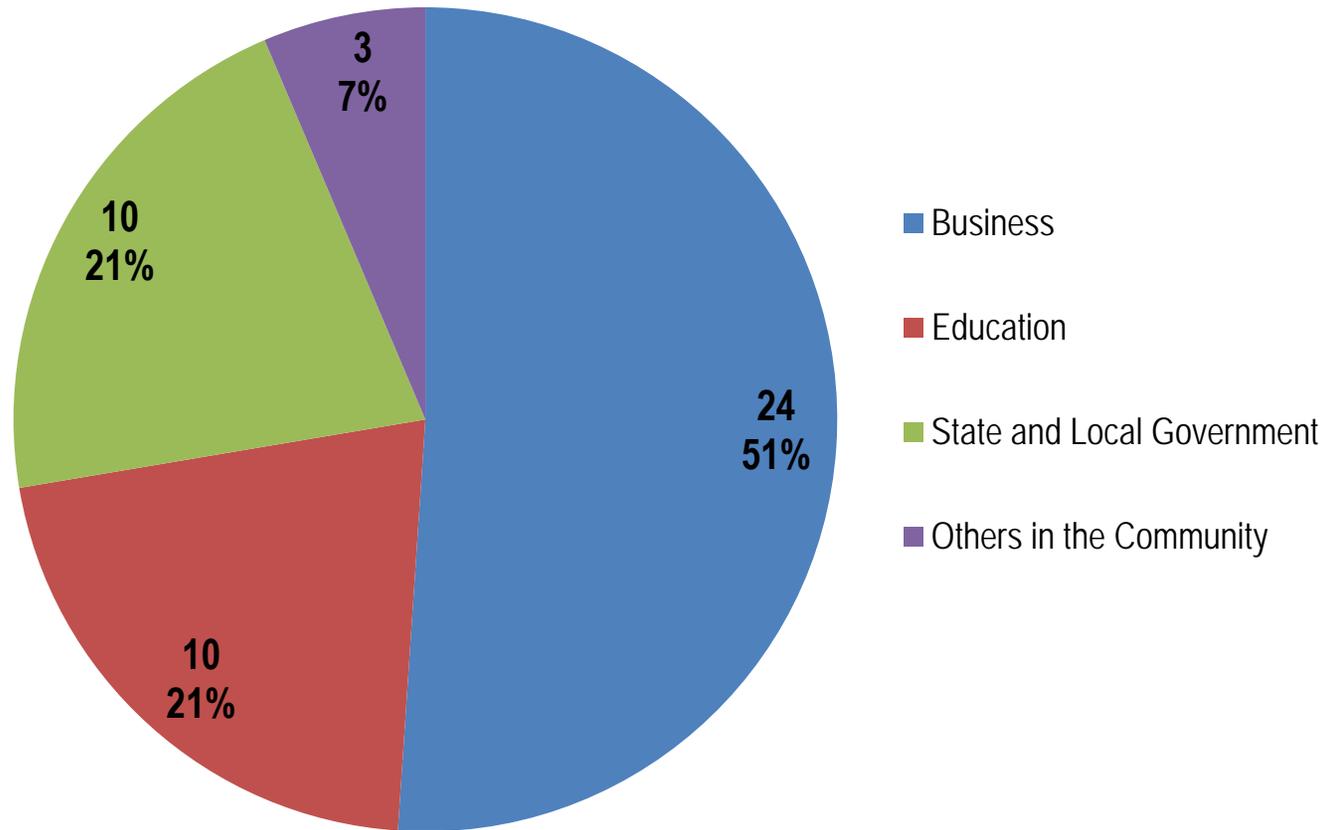
Others in the Community
1. Promote jobs and business in area
2. Provide outreach and support for prospective workers
3. Promote cooperation between community and others (business, education, government)
4. Increase quality of life in area

Cross Sector
1. Develop unified community collaboration efforts
2. Support economic growth as a driver to better jobs
3. Offer internship and scholarship programs for students

Watertown Feedback Survey Results



Q1. What sector do you represent?

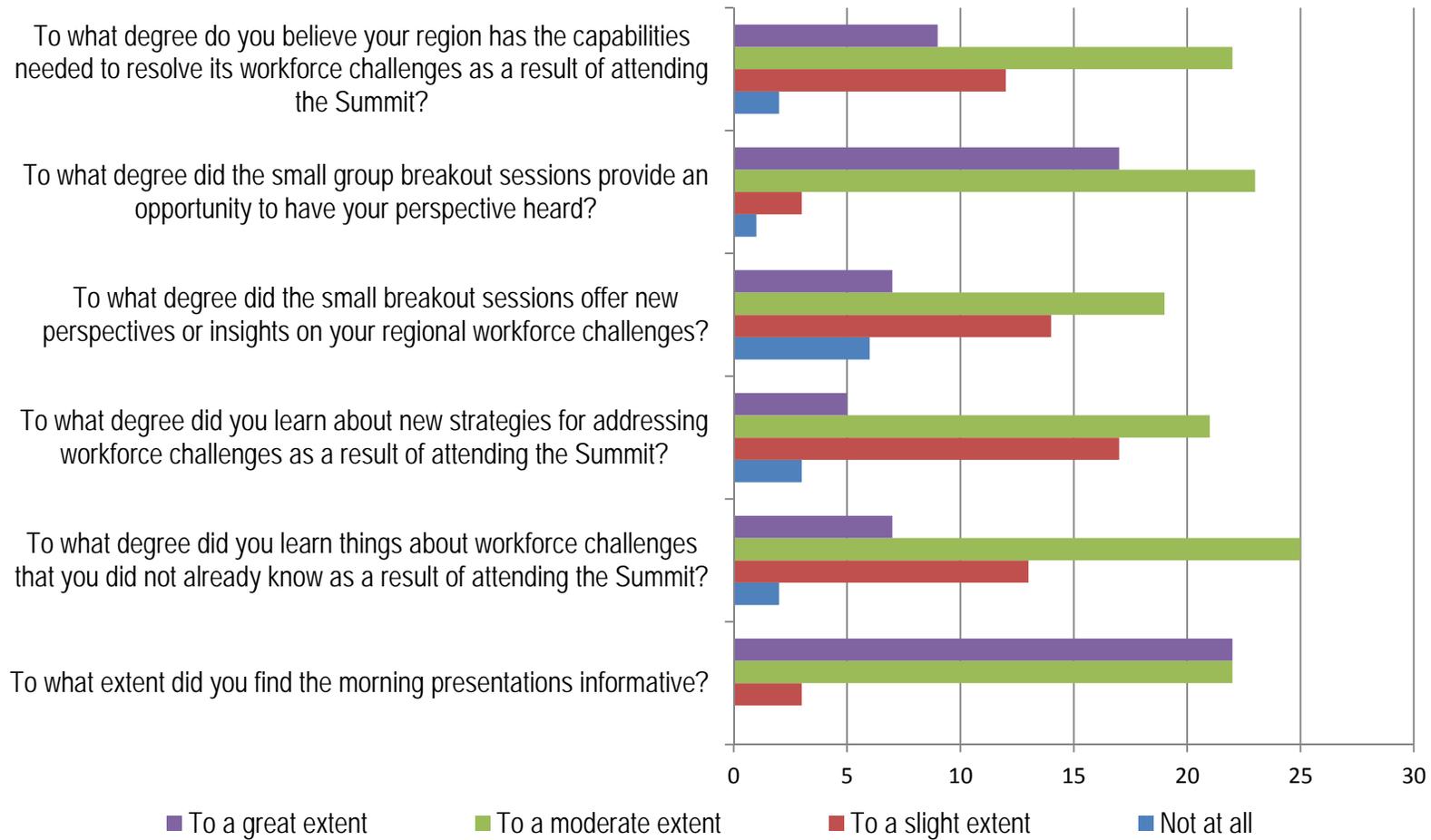


Watertown

Feedback Survey Results (continued)



Q2 – 7.



A photograph of Mount Rushmore National Memorial in South Dakota, showing the four large granite faces of George Washington, John Adams, Thomas Jefferson, and Abraham Lincoln. The sky is blue with some light clouds. The foreground shows a rocky slope with some evergreen trees.

South Dakota WINS Brookings Report-out Summary

May 22, 2014

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High performance. Delivered.

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Brookings

Agenda and Participants



Governor's Regional Workforce Summit
May 22, 2014
Days Inn Convention Center
2500 East 6th Street, Brookings, South Dakota
Time: 9:00 am - 4:15 pm

9:00-9:05 Welcome

David Owen, South Dakota Chamber, Workforce Summit Moderator

9:05-9:30 Opening Remarks

Governor Dennis Daugaard

9:30-10:15 South Dakota WINS; State Workforce Development Initiative

State Cabinet Panel:

Melody Schopp, Secretary of Education

Marcia Hultman, Secretary of Labor and Regulation

Halley Lee, Administrator of the Office of Rural Health

Nathan Lukkes, South Dakota Board of Regents

10:15-10:30 Break

10:30-11:15 Growth and Change in SD Labor Markets

Paul E. Harrington, Ph.D., Drexel University Center for Labor Markets and Policy

11:15-12:15 2014 The National Training Skills Gap & Best Practices in Industry/Education Collaboration

Edward Gordon, Author, Workforce Consultant

12:15-12:30 Parameters for Small Group Breakout Discussions

Accenture Consulting

12:30-12:45 Pick Up Lunch / Break

12:45-2:30 Small Group Breakout Discussions / Working Lunch

2:30-2:45 Break / Reassemble

2:45-3:30 Presentation

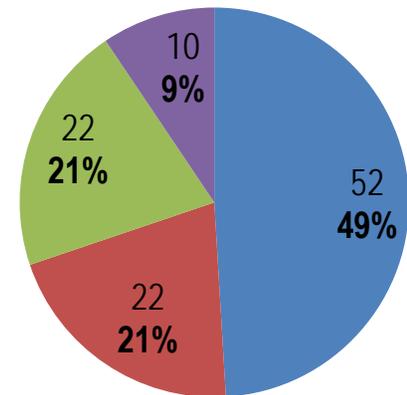
Edward Gordon, Author, Workforce Consultant

3:30-4:00 Findings of Small Group Discussions

Accenture Consulting

4:00-4:15 Wrap-Up, Next Steps and Closing Remarks

106 individuals attended the Brookings Summit



- Business
- Education
- State and Local Government
- Others in the Community



Participants were asked: “What are the major workforce challenges facing your region?”

Most Frequently Cited Challenges Across Breakout Groups

Challenges
1. Finding skilled/qualified workers
2. Lack of student awareness of/interest in career track options and career development opportunities
3. Low stock of affordable housing
4. Perceptions of trade and manufacturing
5. Wages and benefits are not high enough to attract or retain workforce
6. Workforce lacks basic soft skills
7. Misalignment between skills and available jobs

Participants were asked: “What are examples of initiatives or solutions that are working successfully to resolve workforce challenges in your region?”

Most Frequently Cited Successful Initiatives

Examples of Existing Initiatives
1. Increase number of internships
2. Allow more flexible work arrangements
3. Build life skills with youth through education and mentoring
4. Engage youth early with career opportunities
5. Offer tuition reimbursement and scholarships for in-demand professions
6. Promote, partner with, and expand CTE programs
7. Offer more competitive compensation

Brookings

Top Sector Strategies



Participants were asked: “What strategies can each of the following sectors (Business, Education, Government, Others in the Community) pursue to address these challenges? Of the strategies you have identified, which do you think would make the greatest difference in resolving the workforce challenges in your region?”

Most Frequently Cited Strategies to Consider from Breakout Groups

Business
1. Forecast and communicate workforce need
2. Increase internships and tuition reimbursement programs
3. Offer increased professional development opportunities including apprenticeships
4. Promote partnerships between business and education

Government
1. Recruit workers from outside of state with marketing of benefits
2. Build and incentivize housing development
3. Reinvest in local communities
4. Support and fund education

Brookings

Top Sector Strategies (continued)



Participants were asked: “What strategies can each of the following sectors (Business, Education, Government, Others in the Community) pursue to address these challenges? Of the strategies you have identified, which do you think would make the greatest difference in resolving the workforce challenges in your region?”

Most Frequently Cited Strategies to Consider from Breakout Groups

Education
1. Develop better relationships with business and integrate into classroom
2. Tweak curriculum/engagement strategy to adapt to future workforce needs
3. Increase awareness of careers through internships and job shadowing
4. Offer early career exploration/opportunities for students

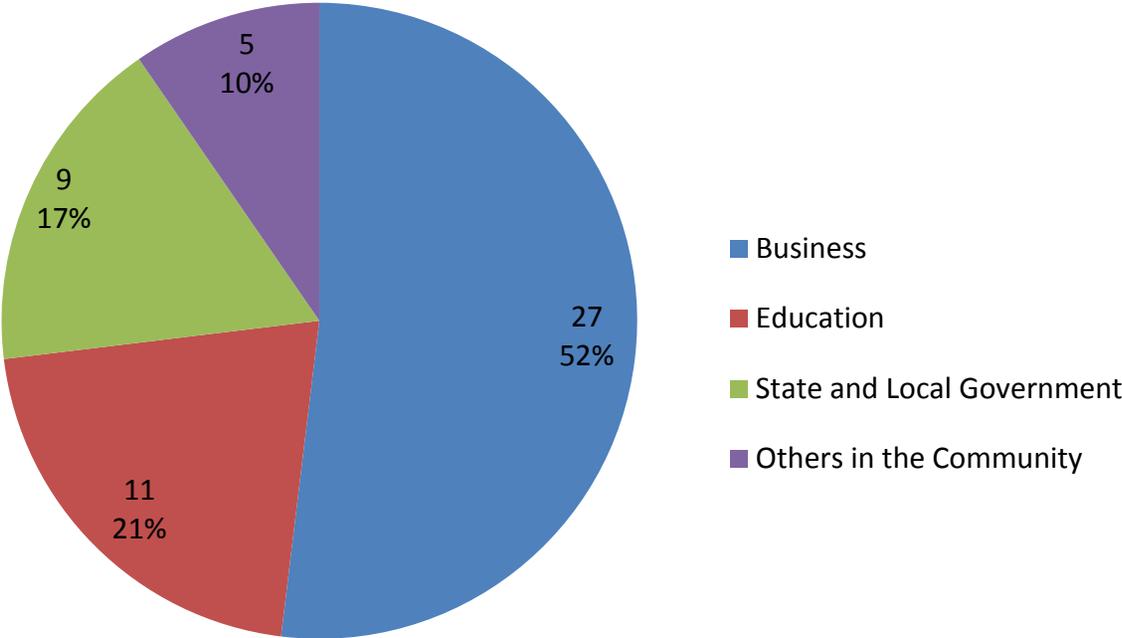
Others in the Community
1. Promote jobs and business in area
2. Offer peer mentoring to develop workforce skills
3. Ensure upcoming workforce is career ready
4. Promote cooperation between community and others (business, education, government)

Cross Sector
1. Market and promote available opportunities and communities
2. Unified community collaboration efforts
3. Develop enhanced career networks

Brookings Feedback Survey Results



Q1. What sector do you represent?

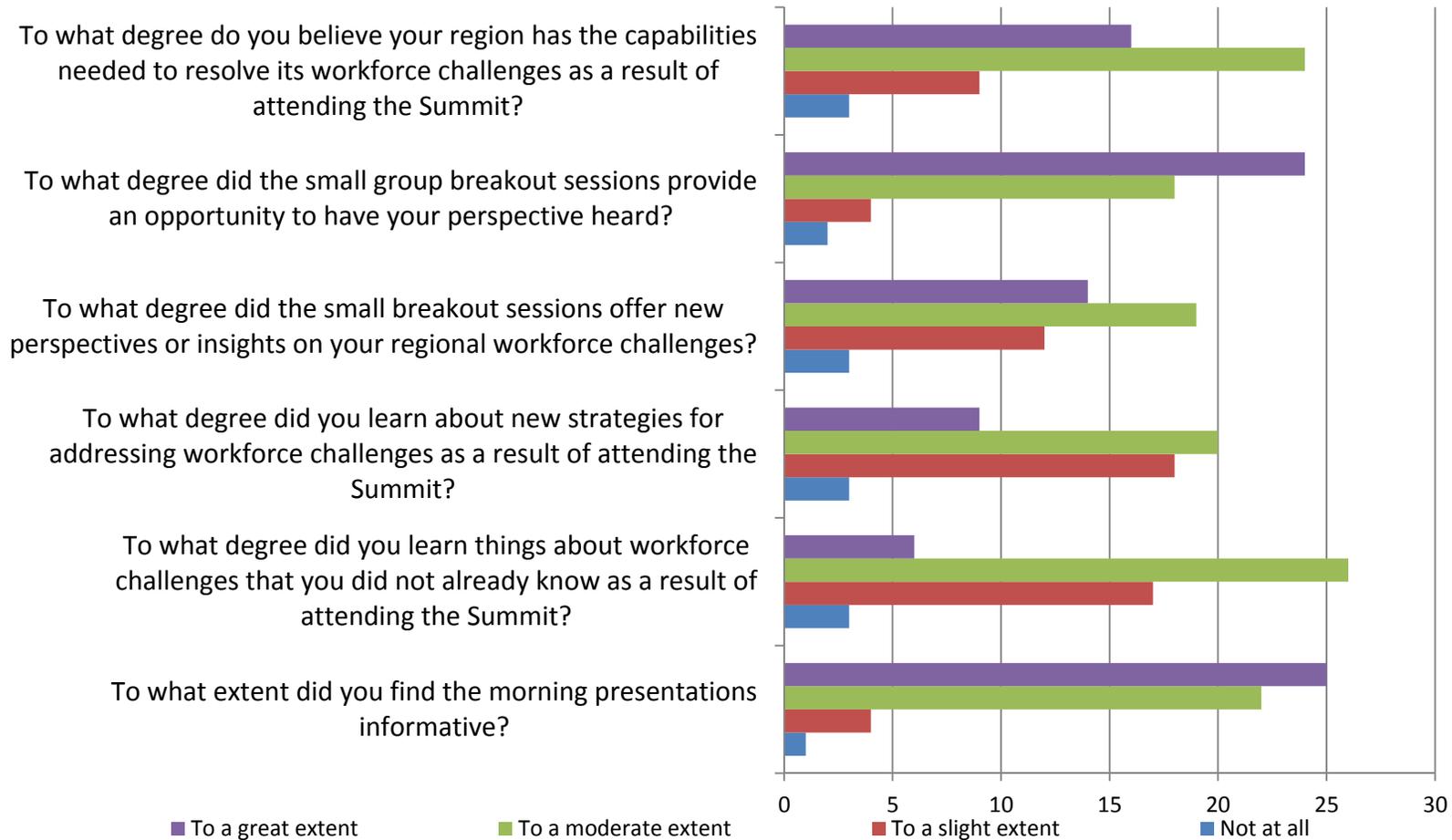


Brookings

Feedback Survey Results (continued)



Q2 – 7.



A photograph of the Mount Rushmore National Memorial in South Dakota, showing the four large granite faces of George Washington, John Adams, Thomas Jefferson, and Abraham Lincoln. The monument is set against a clear blue sky with some light clouds. The foreground shows a rocky slope with scattered evergreen trees.

South Dakota WINS Rapid City Report-out Summary

June 3, 2014

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High performance. Delivered.

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Rapid City

Agenda and Participants



Governor's Regional Workforce Summit
June 3, 2014
Rushmore Plaza Holiday Inn
505 North Fifth Street, Rapid City, South Dakota
Time: 8:00 am - 2:00 pm

8:00-8:05 Welcome

David Owen, South Dakota Chamber, Workforce Summit Moderator

8:05-8:30 Opening Remarks

Governor Dennis Daugaard

8:30-9:15 South Dakota WINS; State Workforce Development Initiative (working lunch)

State Cabinet Panel:

Melody Schopp, Secretary of Education

Marcia Hultman, Secretary of Labor and Regulation

Jack Warner, Executive Director of the Board of Regents

Doneen Hollingsworth, Secretary of Health

9:15-9:30 Break

9:30-10:30 Growth and Change in SD Labor Markets

Paul E. Harrington, Ph.D., Drexel University Center for Labor Markets and Policy

10:30-10:45 Parameters for Small Group Breakout Discussions

Accenture Consulting

10:45-12:15 Small Group Breakout Discussions

12:15-12:30 Pick Up Lunch / Break

12:30-1:15 Workforce Resources Available in Your Community / Working Lunch

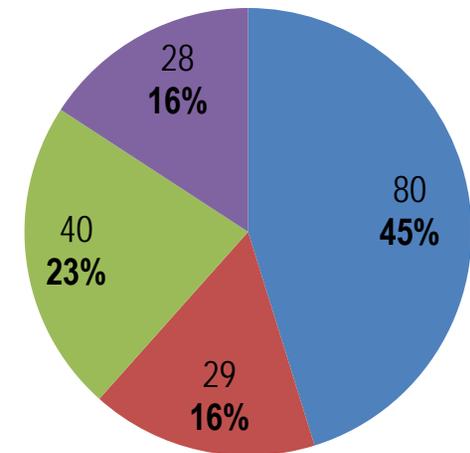
Department of Labor and Regulation

1:15-1:45 Findings of Small Group Discussions

Accenture Consulting

3:30-4:00 Wrap-Up, Next Steps and Closing Remarks

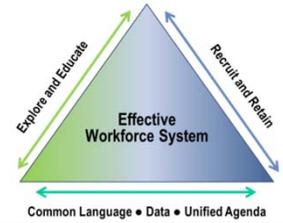
177 individuals attended the Rapid City Summit



- Business
- Education
- State and Local Government
- Others in the Community

Rapid City

Major Workforce Challenges



Participants were asked: “What are the major workforce challenges facing your region?”

Most Frequently Cited Challenges Across Breakout Groups

Challenges
1. Finding skilled/qualified workers
2. Insufficient wages/benefits to attract and retain talent
3. Lack of education/technical training opportunities
4. Lack of advancement/development opportunities within companies
5. Workforce lacks foundational work skills and realistic job expectations
6. Lack of student awareness of/interest in career track options and career development opportunities
7. Attracting and adapting international talent
8. Healthcare availability and affordability

Rapid City

Top Sector Strategies



Participants were asked: “What strategies can each of the following sectors (Business, Education, Government, Others in the Community) pursue to address these challenges? Of the strategies you have identified, which do you think would make the greatest difference in resolving the workforce challenges in your region?”

Breakout Group	Business	Education	Government	Others in the Community
Compensation	Increase transparency about work opportunities, compensation packages, and job expectations	Increase awareness of various education and career opportunities as well as exploration tools	Expand compensation & benefit plans to attract & retain workforce	Increase collaboration between communities
Domestic Recruitment	Increase compensation and career development opportunities	Expose students to business environments sooner and more often	Prioritize funding for training programs that are responsive to business needs	Increase involvement of parents in youth workforce development
Existing Workforce Development	Cross train employees and engage them in expectation setting	Develop foundation skills training courses	Expand cross-sector collaboration & communication	Proactively market the community and lifestyle to showcase the welcoming South Dakota environment for prospective talent

Rapid City

Top Sector Strategies (continued)



Participants were asked: “What strategies can each of the following sectors (Business, Education, Government, Others in the Community) pursue to address these challenges? Of the strategies you have identified, which do you think would make the greatest difference in resolving the workforce challenges in your region?”

Breakout Group	Business	Education	Government	Others in the Community
Healthcare	Improve healthcare availability and affordability	Make internship, scholarship, and apprenticeship opportunities more readily available	Improve healthcare availability and affordability	Expand awareness of available resources to the community
Higher Education	Expand career awareness partnerships between business, education, and the community	Partner with industry to bring business to the classroom	Prioritize funding for training programs that are responsive to business needs	Provide community support to facilitate a productive workforce – Innovation
Housing	Increase compensation and career development opportunities	Partner with industry to bring business to the classroom	Provide enhanced information about available programs/resources	Increase collaboration between communities

Rapid City

Top Sector Strategies (continued)



Participants were asked: “What strategies can each of the following sectors (Business, Education, Government, Others in the Community) pursue to address these challenges? Of the strategies you have identified, which do you think would make the greatest difference in resolving the workforce challenges in your region?”

Breakout Group	Business	Education	Government	Others in the Community
HR Best Practices	Make internship, scholarship, and apprenticeship opportunities more readily available	Increase awareness of various education and career opportunities as well as exploration tools	Expand scope and impact of available programs	Enhance community amenities to attract potential workers
Immigration-International Hiring	Increase business involvement in employees community integration and career/skills development	Expose students to business environments sooner and more often	Develop programs and roles to facilitate community integration of new populations	Increase work opportunities for unskilled workers
K – 12	Make internship, scholarship, and apprenticeship opportunities more readily available	Partner with industry to bring business to the classroom	Prioritize funding for training programs that are responsive to business needs	Increase involvement of parents in youth workforce development

Rapid City

Top Sector Strategies (continued)



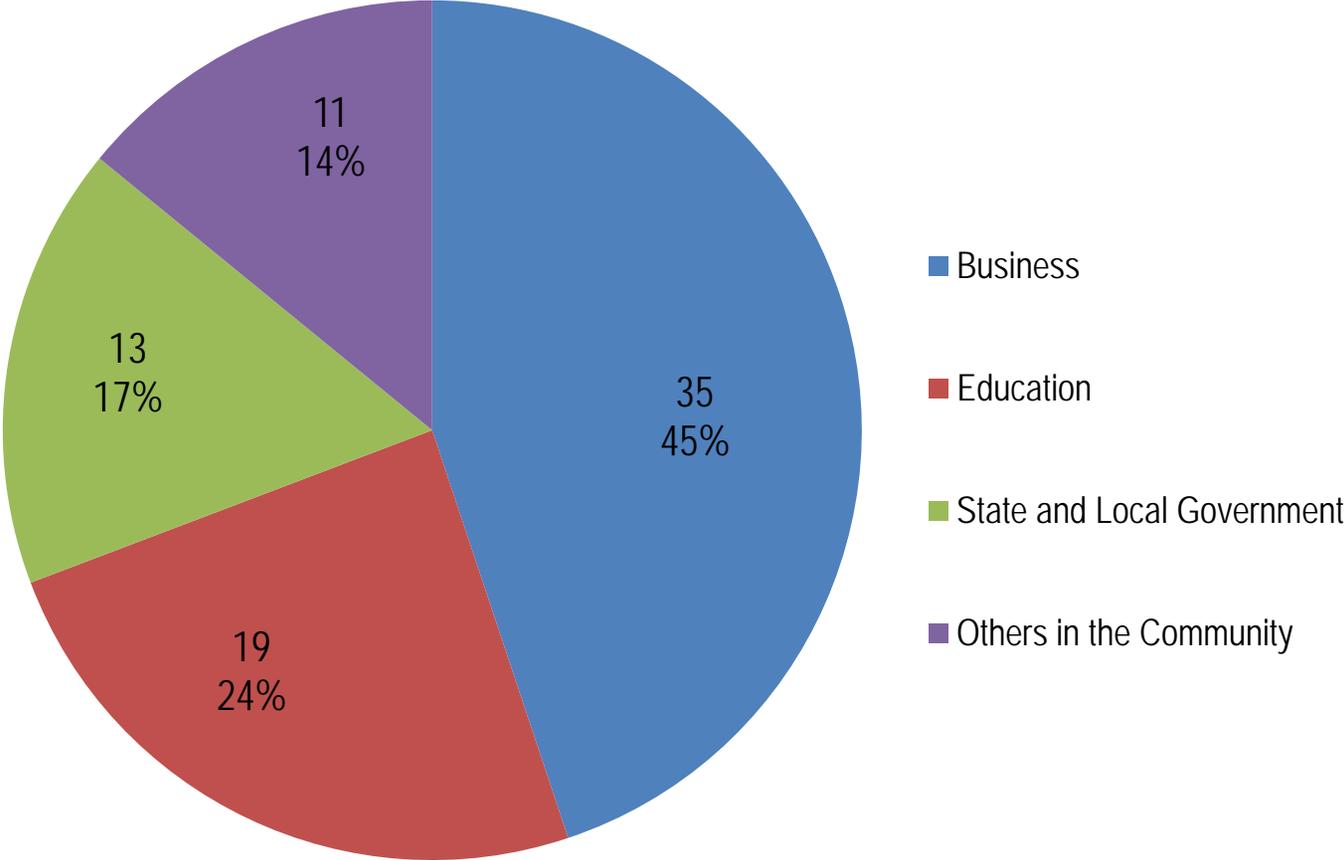
Participants were asked: “What strategies can each of the following sectors (Business, Education, Government, Others in the Community) pursue to address these challenges? Of the strategies you have identified, which do you think would make the greatest difference in resolving the workforce challenges in your region?”

Breakout Group	Business	Education	Government	Others in the Community
Strategic Planning	Increase awareness of available resources for career development	Make internship, scholarship, and apprenticeship opportunities more readily available	Prioritize funding for training programs that are responsive to business needs	Make internship, scholarship, and apprenticeship opportunities more readily available

Rapid City Feedback Survey Results



Q1. What sector do you represent?



Rapid City

Feedback Survey Results (continued)



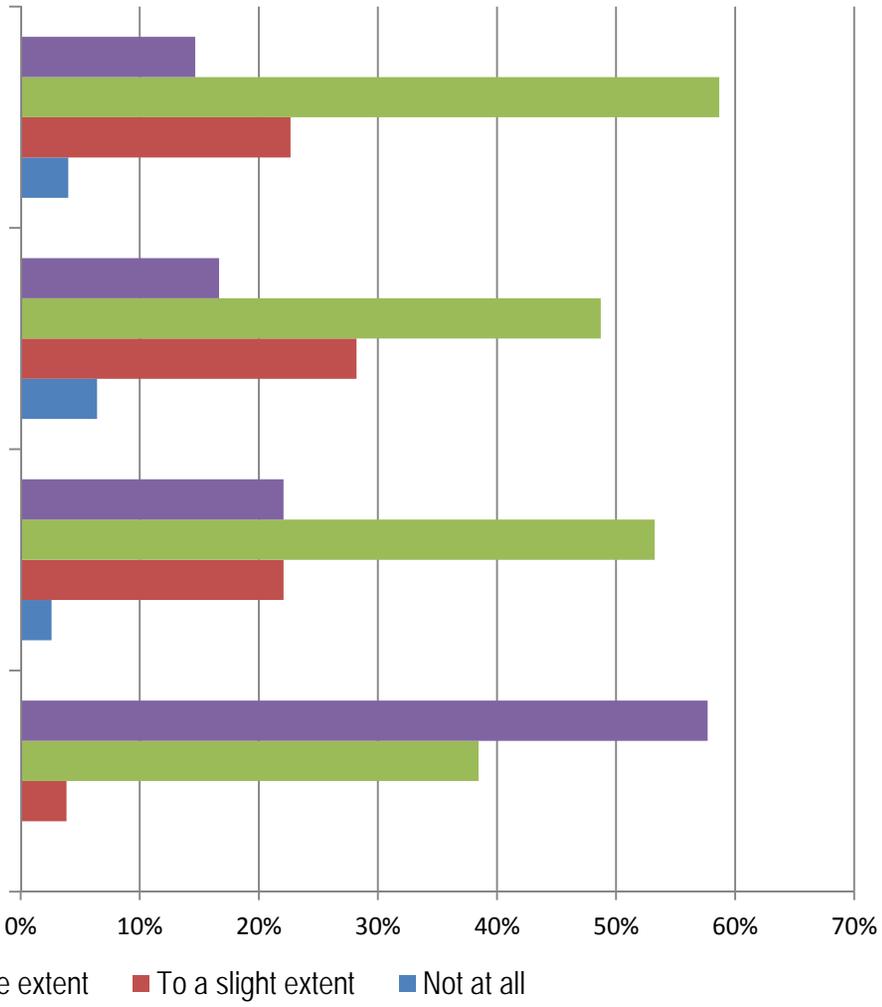
Q2 – 5.

To what degree do you believe your region has the capabilities needed to resolve its workforce challenges as a result of attending the Summit?

To what degree did you learn about the new strategies for addressing workforce challenges as a result of attending the Summit?

To what degree did you learn things about workforce challenges that you did not already know as a result of attending the Summit?

To what degree did you find the morning presentations informative?



A photograph of Mount Rushmore National Memorial in South Dakota, showing the four large granite faces carved into the mountain. The sky is blue with some light clouds. The foreground shows a rocky slope with some evergreen trees.

South Dakota WINS Aberdeen Report-out Summary

June 27, 2014

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Agenda and Participants



Governor's Regional Workforce Summit

June 4, 2014

Dakota Event Center

720 Lamont Street South, Aberdeen, South Dakota

Time: 9:00 am - 4:15 pm

9:00-9:10 Welcome

Dusty Johnson, Office of the Governor, Workforce Summit Moderator
 Julie Johnson, Executive Director, Absolutely! Aberdeen & Prairie Vision
 Mike Levsen, Mayor, City of Aberdeen

9:10-9:30 Opening Remarks

Governor Dennis Daugaard

9:30-10:15 South Dakota WINS; State Workforce Development Initiative

State Cabinet Panel:
 Marcia Hultman, Secretary of Labor and Regulation
 Erin Larsen, Department of Education
 Doneen Hollingsworth, Secretary of Health
 Jay Perry, Board of Regents

10:15-10:30 Break

10:30-11:15 Discussion on Growth and Change in SD Labor Markets

Paul E. Harrington, Ph.D., Drexel University Center for Labor Markets and Policy

11:15-11:45 Remarkable Careers in these Amazing Buildings!

Julie Johnson, Moderator
 Dave Giovannini, Senior Vice President, Molded Fiber Glass
 Paul Aufenkamp, Product Manager, 3M
 Judy Stulken, Vice President, HR and Organizational Development, Wheat Growers
 Dick Inman, Director of Manufacturing, Banner Engineering

11:45-12:00 Pick up Lunch / Break

12:00-12:45 Today's Career and Technical Education: Innovation in the Area / Working Lunch

Dr. Becky Guffin, Superintendent, Aberdeen Public Schools (Incoming)
 Michael D Cartney, President, Lake Area Technical Institute (Incoming)
 Jim Kayl, President, Career & Technical Education Academy

12:45-1:00 Parameters for Small Group Breakout Discussions

Accenture Consulting

1:00-2:15 Small Group Breakout Discussions

2:15-2:30 Break / Reassemble

2:45-3:30 Higher Ed Building Our Workforce

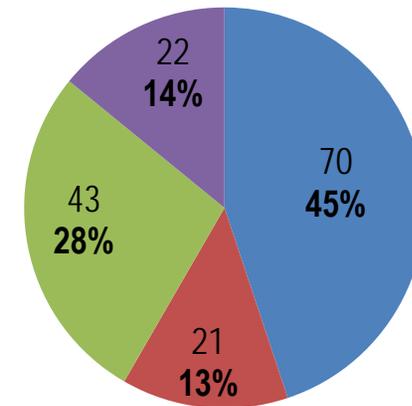
Dr. James Smith, President, Northern State University
 Dr. Margaret Huber, President, Presentation College

3:30-4:00 Findings of Small Group Discussions

4:00-4:15 Wrap-Up, Next Steps and Closing Remarks

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156 individuals attended the Aberdeen Summit



- Business
- Education
- State and Local Government
- Others in the Community

Major Workforce Challenges and Successful Initiatives



Participants were asked: “What are the major workforce challenges facing your region?”

Most Frequently Cited Challenges Across Breakout Groups

Challenges
1. Limited marketing or awareness of regional opportunities among potential workforce
2. Insufficient wages/benefits to attract and retain talent
3. Engaging those without a GED in the workforce
4. Lack/limited public transportation, infrastructure, and connectivity with rest of state & country
5. Lack of education/technical training opportunities due to high costs, teacher shortages and limited programming
6. Workforce lacks foundational work skills and realistic job expectations
7. Lack of student awareness of career track options and career development opportunities

Participants were asked: “What are examples of initiatives or solutions that are working successfully to resolve workforce challenges in your region?”

Most Frequently Cited Successful Initiatives

Examples of Existing Initiatives
1. Partnership with veterans
2. Employee referral program
3. Internships
4. Sign-on bonuses and referral bonuses
5. Career Technical Education (CTE) academies
6. Training and language programs / ESL classes
7. Tuition reimbursement programs

Top Sector Strategies to Consider from Breakout Groups



Participants were asked: “What strategies can each of the following sectors (Business, Education, Government, Others in the Community) pursue to address these challenges? Of the strategies you have identified, which do you think would make the greatest difference in resolving the workforce challenges in your region?”

Breakout Group	Business	Education	Government	Others in the Community
Cross-Marketing & Regional Recruitment	Expand career awareness partnerships between business, education, and the community	Increase awareness of education and career opportunities and exploration tools Establish targeted recruiting efforts	Increase awareness of education and career opportunities and exploration tools	
CTE	Expand career awareness partnerships between business, education, and the community	Increase awareness of various education and career opportunities as well as exploration tools	Attract talent by enhancing marketing of the opportunities and quality of life in South Dakota Increase awareness of various education and career opportunities as well as exploration tools	Proactively market the community and lifestyle to showcase the welcoming South Dakota environment for prospective talent

Top Sector Strategies to Consider from Breakout Groups (continued)



Participants were asked: “What strategies can each of the following sectors (Business, Education, Government, Others in the Community) pursue to address these challenges? Of the strategies you have identified, which do you think would make the greatest difference in resolving the workforce challenges in your region?”

Breakout Group	Business	Education	Government	Others in the Community
Healthcare	Make internship, scholarship, and apprenticeship opportunities more readily available	Partner with industry to bring business to the classroom	Improve healthcare availability and affordability Enact legislation to address workforce needs	
Recapturing those without GED	Increase business involvement in identifying and addressing workforce issues	Provide support services for at-risk youth Assess overall education structure	Prioritize funding for training programs that are responsive to business needs	Provide support services to at-risk populations
Transit	Increase business involvement in employees community integration and career & skills development	Expand public transportation Expand online education opportunities	Provide enhanced information about available programs/resources	

Top Sector Strategies to Consider from Breakout Groups (continued)



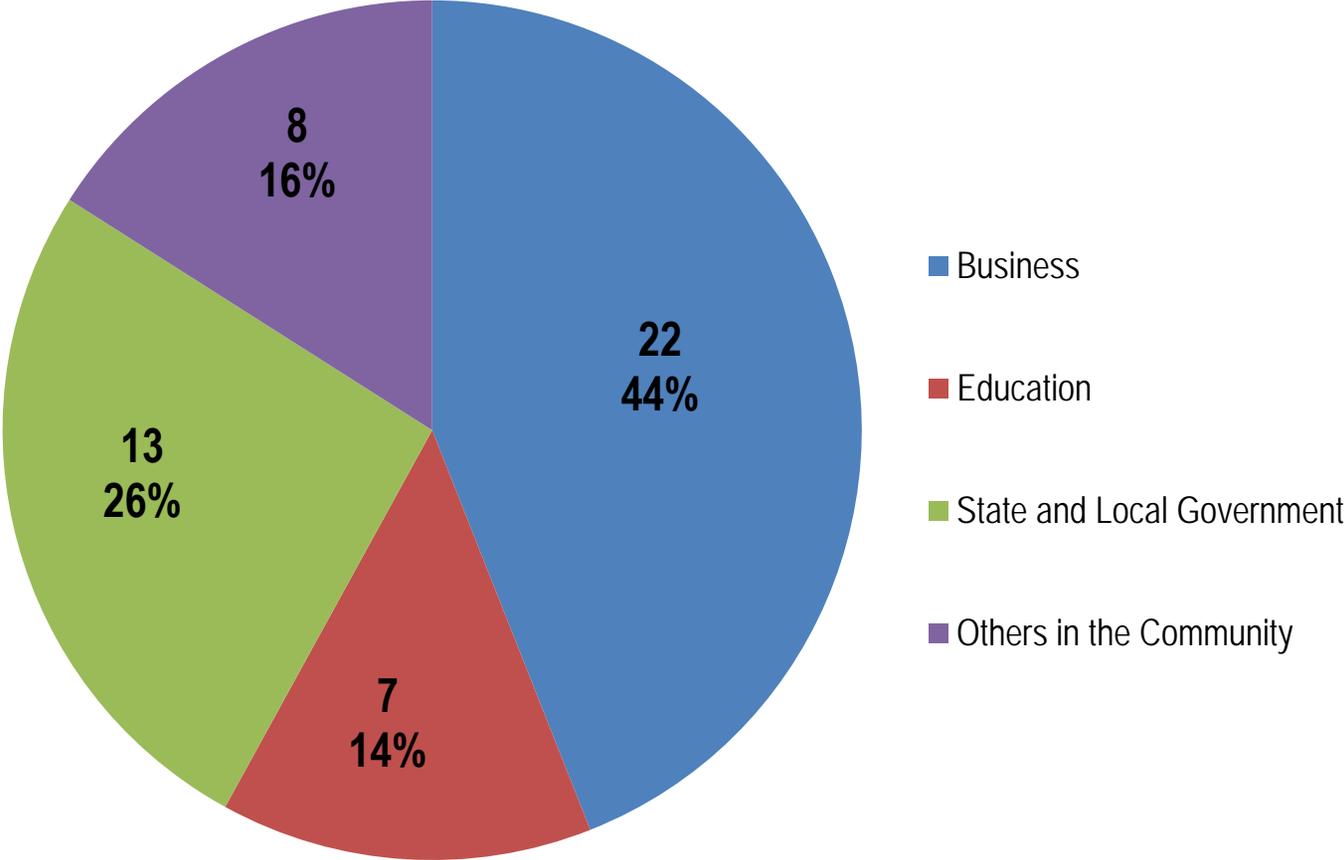
Participants were asked: “What strategies can each of the following sectors (Business, Education, Government, Others in the Community) pursue to address these challenges? Of the strategies you have identified, which do you think would make the greatest difference in resolving the workforce challenges in your region?”

Breakout Group	Business	Education	Government	Others in the Community
Veteran Recruitment & Alumni	Make internship, scholarship, and apprenticeship opportunities more readily available	Increase awareness of education and career opportunities and exploration tools	Attract talent by enhancing marketing of the opportunities and quality of life in South Dakota	Expand awareness of career development opportunities and online presence in social media
Welcoming New Populations	Increase business involvement in employees community integration and career/skills development	Increase educational offerings for integrating new populations	Develop programs and roles to facilitate community integration of new populations	

Feedback Survey Results



Q1. What sector do you represent?



Feedback Survey Results (continued)



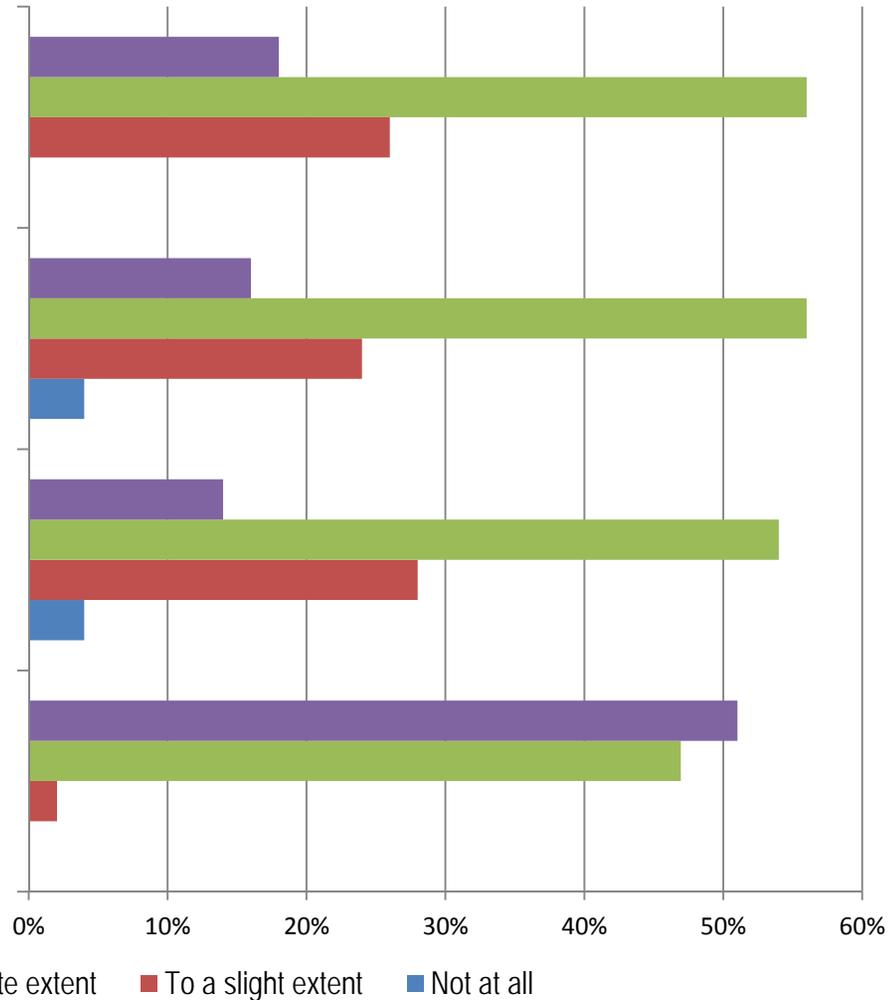
Q2 – 5.

To what degree do you believe your region has the capabilities needed to resolve its workforce challenges as a result of attending the Summit?

To what degree did you learn about the new strategies for addressing workforce challenges as a result of attending the Summit?

To what degree did you learn things about workforce challenges that you did not already know as a result of attending the Summit?

To what degree did you find the morning presentations informative?



A photograph of Mount Rushmore National Memorial in South Dakota, showing the four large granite faces carved into the mountain. The sky is blue with some light clouds. The foreground shows a rocky slope with some evergreen trees.

South Dakota WINS Sioux Falls Report-out Summary

June 17, 2014

A large, green, stylized arrow pointing to the right, with a slight curve at the tip.

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Agenda and Participants



Governor's Regional Workforce Summit

June 17, 2014

Sioux Falls Convention Center

1101 North West Avenue, Sioux Falls, South Dakota

Time: 9:00 am - 4:00 pm

9:00-9:05 Welcome

David Owen, South Dakota Chamber, Workforce Summit Moderator

9:05-9:30 Opening Remarks

Governor Dennis Daugaard

9:30-10:15 Growth and Change in SD Labor Markets

Paul E. Harrington, Ph.D., Drexel University Center for Labor Markets and Policy

10:15-10:20 Parameters for Small Group Breakout Discussions

Accenture Consulting

10:20-10:30 Break and gather into small groups

10:30-11:15 Small Group Breakout #1: Workforce Challenges

All

11:15-11:30 Break / Pick Up Lunch / Reassemble

11:30-12:30 South Dakota WINS; State Workforce Development Initiative (working lunch)

State Cabinet Panel:

Dawn Dovre, Communications & Research Director of Labor and Regulation

Melody Schopp, Secretary of Education

Doneen Hollingsworth, Secretary of Health

Jack Warner, Executive Director of the Board of Regents

12:30-12:45 Report Out on Workforce Challenges / Parameters for Breakout #2

Accenture Consulting

12:45-1:00 Break

1:00-1:50 Small Group Breakout #2: Solutions

All

1:50-2:00 Break / Reassemble

2:00-3:00 Career & Technical Education at Work in the Region

Jim Kayl, Principal, Career & Technical Education Academy

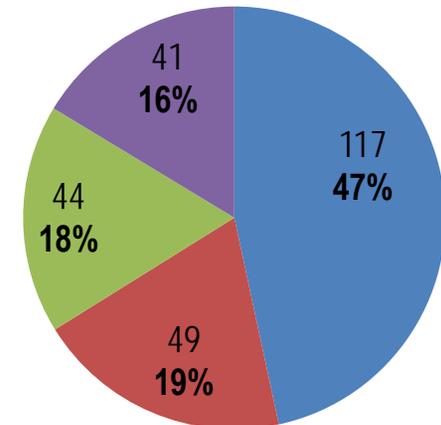
Jeff Holcomb, President, Southeast Technical Institute

3:00-3:30 Report Out on Solutions

Accenture Consulting

3:30-4:00 Wrap-Up, Next Steps and Closing Remarks

251 individuals attended the
Sioux Falls Summit



■ Business
■ Education
■ State and Local Government
■ Others in the Community

Sioux Falls

Workforce Challenges and Successful Initiatives



Participants were asked: "What are the major workforce challenges facing your region?"

Most Frequently Cited Challenges Across Breakout Groups

Challenges
1. Finding skilled/qualified workers
2. Disconnect between industry needs and education system
3. Insufficient wages/benefits to attract and retain talent
4. Lack of student awareness of career development opportunities
5. Lack of school/business partnerships that allow students early exposure to the workforce
6. Lack of education/technical training opportunities
7. Limited career development opportunities for entry level/new populations
8. Limited education/training on soft-skills

Participants were asked: "What are examples of initiatives or solutions that are working successfully to resolve workforce challenges in your region?"

Most Frequently Cited Successful Initiatives

Examples of Existing Initiatives
1. Business and school partnerships
2. Scholarships and tuition reimbursement
3. Internships
4. Increase wages and improving conditions
5. Education promotion
5. Education promotion
7. Referral programs
8. Training

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Top Sector Strategies



Participants were asked: “What strategies can each of the following sectors (Business, Education, Government, Others in the Community) pursue to address these challenges? Of the strategies you have identified, which do you think would make the greatest difference in resolving the workforce challenges in your region?”

Most Frequently Cited Strategies to Consider from Breakout Groups

Business	Government
1. Improve businesses culture and work environment to retain & recruit talent	1. Expand cross-sector collaboration & communication
2. Make internship, scholarship, and apprenticeship opportunities more readily available	2. Further invest in supporting business development in region
3. Expand training opportunities for employees	3. Prioritize funding for education/training programs that are responsive to business needs
4. Develop business partnerships with educational institutions - sponsorships, internships, funding	4. Increase funding for technical training and educational development

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Top Sector Strategies (continued)



Participants were asked: “What strategies can each of the following sectors (Business, Education, Government, Others in the Community) pursue to address these challenges? Of the strategies you have identified, which do you think would make the greatest difference in resolving the workforce challenges in your region?”

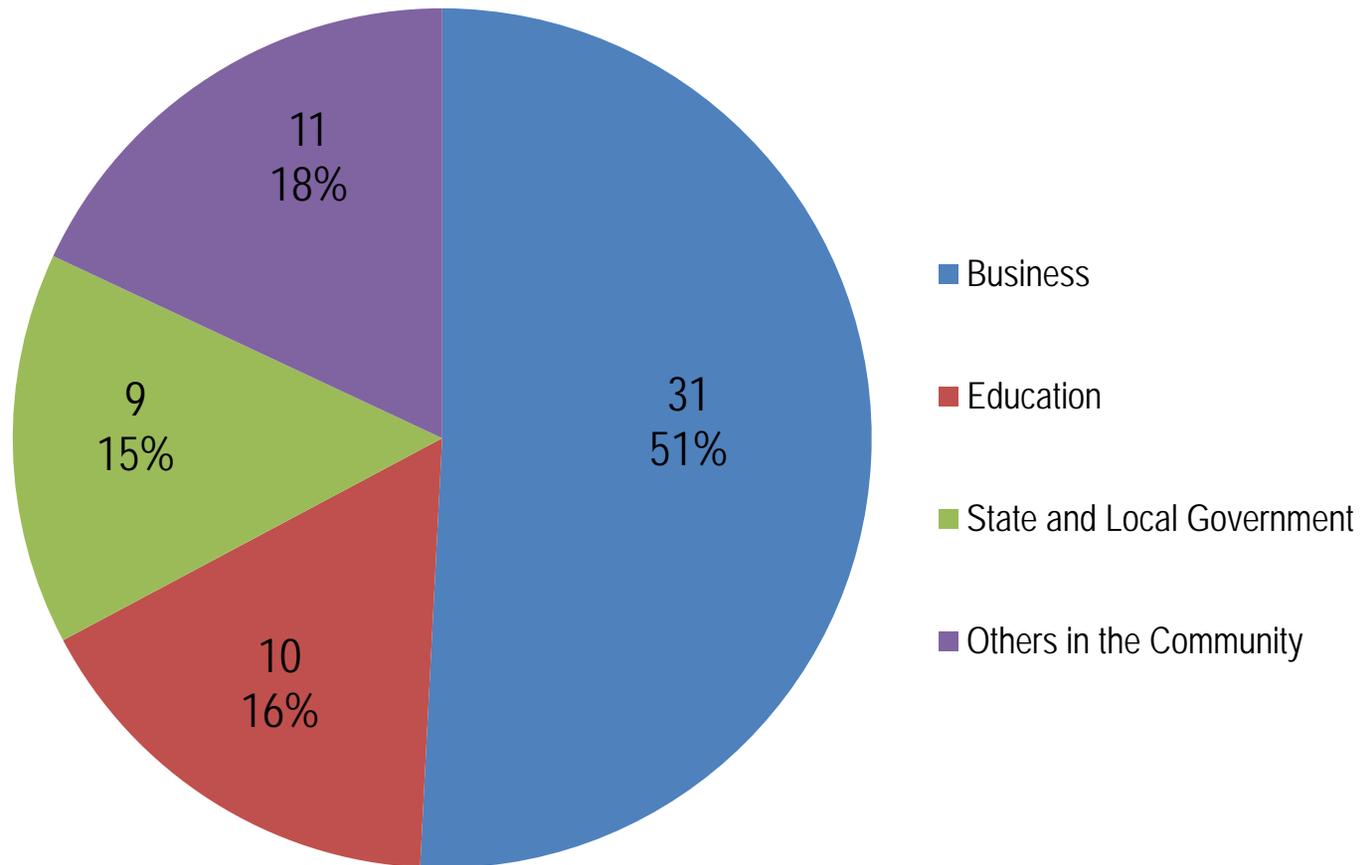
Most Frequently Cited Strategies to Consider from Breakout Groups

Business	Government
1. Partner with industry to bring business to the classroom	1. Increase career counseling offerings
2. Increase education/technical training opportunities & offerings	2. Partner with industry to bring business to the classroom
3. Make internship, scholarship, and apprenticeship opportunities more readily available	3. Increase volunteer/networking opportunities
4. Proactively engage business to develop industry-driven and recognized certifications and curriculum	4. Involve multiple community groups in workforce discussions

Sioux Falls Feedback Survey Results



Q1. What sector do you represent?



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Feedback Survey Results (continued)



Q2 – 5.

