

Creating a Competitive Economic and Workforce Advantage

Transitional Strategic Planning Initiative for the Guam Workforce Investment Board

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Preamble

The Workforce Investment Act of 1998 provides a unique opportunity for Guam to optimize its strategic vision for connecting economic development, educational, and workforce service stakeholders, and to advance its technological capabilities to attain a superior method of delivering employment, training, and educational services to employers and job seekers. The scope and extent of the federal legislation is a perfect complement to the strategic direction of Executive Branch of the Government of Guam focused on long-term economic development of Guam.

The Guam Workforce Investment Board is responsible for developing a five-year plan that will guide investing federal and local resources. The Agency for Human Resources Development is the lead agency for carrying out this new workforce development system, in collaboration with the Board and its member partners.

Overview of Guam's strategic five-year Workforce Investment Plan

Guam's strategic five-year Workforce Investment Plan represents a collaborative effort of various stakeholders who have an interest in developing a Workforce Investment System that provides high quality services to employers and job seekers. Members of Guam's Workforce Investment Board work as a team of representatives from business, One-Stop partners, education, workforce training providers, local elected officials, and advocates to create a broad vision and specific plan and objectives for the workforce investment system.

Guam is fortunate to have both business and local leaders who are in touch with its citizenry and accessible to those involved in planning. The commitment to the Workforce Investment System by local business and elected leaders is fundamental to the continuing development of workforce services in Guam that work to develop a well-trained workforce. The Five-year Workforce Investment Plan for Guam details the challenges and opportunities presented by Guam's forecasted economic future, given estimated resources. While economic forecasts predict a slow rebound for economic growth, the challenge to the Workforce Investment System is to develop a workforce that is educationally and occupationally equipped to meet the needs of employers competing in a global market.

The Workforce Investment Act allows Guam's workforce development partners to consolidate and streamline services under a uniformly developed vision while using shared resources, goals, data systems, and methods of program evaluation. The full plan details the strategies for a unified approach to workforce services that address the needs of employers and job seekers within the scope of Guam's economic framework. Specifically, it includes implementation strategies that build on current leadership and services. These strategies stress customer choice in a One-Stop system that maximizes the information available to customers selecting from a menu of available services and educational and vocational training. Cooperation, coordination, competition, and local flexibility are the foundations on which Guam's workforce investment services are modeled.

Board Mission Statement

We are the driving force of a customer-driven and productive workforce development system that is accessible, accountable, and continuously improving the effective use of available resources.

Vision Statement

We will become the unifying force for community workforce issues.

Purpose of the Board's Strategic Plan

Every good plan requires an implementation strategy to guide the efforts of those tasked with reaching their prescribed goals. Intermediate goals must be properly identified, assigned, scheduled and assessed. The strategic plan, when agreed upon by all and shared publicly promotes organized progress. This strategic plan is designed to guide the work of the Guam Workforce Development Board. The progress of individual initiatives will be reported at each monthly GWIB Strategic Task Force meeting, and at quarterly Board meetings. This strategic plan is designed to be a living document that will change as initiatives are fulfilled and goals are achieved. New initiatives will be added as required, new task groups will be assigned to specific purposes.

A New GWIB Organizational Structure

This strategic plan proposes a departure from past practices. Building on the experiences of other Workforce Investment Boards from across the nation aimed at increasing participation by the business community, the best practice is to ask business leaders to engage in focused, productive ways. To accomplish this the Guam Workforce Investment Board (GWIB) will have only one committee called the GWIB Strategic Task Force. This committee will be responsible for identifying initiatives and managing short-term task forces to carry out specific outcomes. Over and over businesspeople have encouraged the Board not to become yet another government entity bogged down in process. To this end, the GWIB Strategic Task Force will meet monthly to make task assignments and monitor progress on initiatives. Meeting will be limited to 60 minutes. The full Guam Workforce Investment Board will meet quarterly to receive progress reports on strategic initiatives and to take action on business matters. The agenda will be distributed one week prior to the meeting, and will include an agenda of items for approval. Anyone on the Board may ask that a particular item be removed from the approval agenda for further discussion, but otherwise all items will be approved with one motion.

The GWIB Strategic Task Force is determined to establish outreach initiatives to involve wide participation by the private sector partnerships to build a trained workforce for Guam. It will be important for the Board, through the Strategic Task Force, to establish a

vision for the island, and fundamental interest within the business community using a common language of economic development. In doing so, the work of participating members of the business community must be seen a demand driven, relevant to their needs and adding value to the economy.

Consistent with the By-Laws of the Guam Workforce Investment Board, the GWIB Strategic Task Force will commission studies or contracts to design systems for collecting data, set measurable performance criteria, and establish standardized reporting protocols for WIA partners. The GWIB Strategic Task Force will establish criteria for publishing aligned WIA policies to specific RFP's, reviewing training proposals, awarding training contracts, and evaluating the performance of training providers. The GWIB Strategic Task Force will also design processes for scanning the workforce environment for unmet needs, new programs, and new resources. The task force will assess Board processes, write an annual report, and answer the question, "Did we do what we said we would do in the State Plan."

OVERVIEW OF INITIATIVES

Initiative #1					
Building Strategic Alliances					
Action Steps	Start Date	Assigned Leader	Completion Date	Success Indicator	Assessment Report
Identify Key Stakeholders	April 04	Karri Perez			
Become Private Sector Driven	April 04	Karri Perez			
Integrate Workforce Development Board and GEDCA		Karri Perez			
Develop GWIB on Key Boards		Karri Perez			
Schedule Quarterly Meeting with Policy Makers		Karri Perez			
Strengthen partnerships with various groups such as GCA, Chamber, GHRA, GVB, GEDCA.	Summit	Karri Perez			

Initiative #2					
Needs Assessment					
Action Steps	Start Date	Assigned Leader	Completion Date	Success Indicator	Assessment Report
Conduct a Summit	May 04	All	10/13/04	Evaluations	Summit Report
Commission a Needs Assessment Study to support a Blueprint for		Pete Barcinas,			

Economic Development		James Martinez, Greg Perez			
Commission a Resource Audit (GCE, UOG)		Pete Barcinas, James Martinez, Greg Perez			
Commission an Industry Cluster Analysis		Pete Barcinas, James Martinez, Greg Perez			
Reduce case load number to a reasonable level		Pete Barcinas, James Martinez, Greg Perez			

Initiative #3					
Communicating with Stakeholders					
Action Steps	Start Date	Assigned Leader	Completion Date	Success Indicator	Assessment Report
Develop effective Public Relations practices		Pete Barcinas, James Martinez			
Effectively use Communication Vehicles		Pete Barcinas, James Martinez			
Prepare a public relations plan to link job to education	Summit	Pete Barcinas, James Martinez			
Link traditional cultural values of cleanliness, respect, a product work ethic, and hospitality to the success of Guam's economic development	Summit	Pete Barcinas, James Martinez			
Create Image and Branding – Use Blueprint for Economic Devel.		Pete Barcinas, James			

		Martinez			
Become the Recognized Source for Workforce Information		Pete Barcinas, James Martinez			
Set up electronic one-stop at each church		Pete Barcinas, James Martinez			
Create Corporate-sponsored learning centers		Pete Barcinas, James Martinez			
Develop career ladders (GED, GCC, UOG)		Pete Barcinas, James Martinez			
Publish Electronic directory of services and entry into the system (Jobsonguam.com)		Pete Barcinas, James Martinez			
Build brochures, posters, to promote One-Stop		Pete Barcinas, James Martinez			

Initiative #4					
Align Workforce and Economic Development Initiatives					
Action Steps	Start Date	Assigned Leader	Completion Date	Success Indicator	Assessment Report
Develop Criteria for Strategic Partners		GEDCA			
Identify Economic Development Plan (Chamber and GEDCA)		GEDCA			
Gather Information at Summit		GEDCA			
Team and Partner with Other WIAB's		GEDCA			
Leverage Funds Among Partners		GEDCA			
Work with Small Business Development Center to establish	Summit	GEDCA			

entrepreneurial start-up programs such as enterprise facilitation					
Improve Entrepreneurship opportunities using Enterprise Facilitation	Summit	GEDCA			

Initiative #5					
Develop Strategic Business Alliances to Augment and Expand Services					
Action Steps	Start Date	Assigned Leader	Completion Date	Success Indicator	Assessment Report
Dissolve Current Committee Structure		Peter Gill, AHRD Staff			
Create GWIB Strategic Task Force		Peter Gill, AHRD Staff			
Convince Businesses that WIAB Makes Good Business Sense		Peter Gill, AHRD Staff			
Workshops for WIB staff and partners and service providers		Peter Gill, AHRD Staff			
Use faith-based groups for intake and link with service learning, using new funding sources		Peter Gill, AHRD Staff			

Initiative #6					
Board Development					
Action Steps	Start Date	Assigned Leader	Completion Date	Success Indicator	Assessment Report
Hire Executive Director to carry out mission of the Board		Albert San Agustin, Joe San Agustin			
Examine current Board Structure, Representation and Qualifications		Albert San Agustin, Joe San Agustin			
Provide Board Training		Albert San Agustin, Joe San Agustin			

Initiative #7					
Develop Federal Relationship Alignment					
Action Steps	Start Date	Assigned Leader	Completion Date	Success Indicator	Assessment Report
Develop Personal Relationships with Federal Officials		Manny Cruz			
Research Grant Opportunities		Manny Cruz			
Apply for a Planning Grant		Manny Cruz			
Apply for Faith-based Grant		Manny Cruz			

Initiative # 8					
Empower Guam's Youth					
Action Steps	Start Date	Assigned Leader	Completion Date	Success Indicator	Assessment Report
Support Early Childhood Education Intervention		Chris Duenas			
Establish Systems to Encourage Career Mapping		Chris Duenas			
Train Youth for Core Employability Competencies		Chris Duenas			
Improve Computer Facilities Available to Youth, possibly through IT outsourcing		Chris Duenas			

Initiative #9					
Establish Funding Priorities					
Action Steps	Start Date	Assigned Leader	Completion Date	Success Indicator	Assessment Report
Prioritize workforce Investment Act (WIA) funding to targeted areas of emphasis, i.e., improving basic employability skills (reading, writing, communicating and math) and apprenticeship programs, and healthcare.	Summit	Taling Taitano			
Provide funding for pre-apprenticeship programs in the trades	Summit	Taling Taitano			

Initiative #10					
Improve Gov't. Infrastructure					
Action Steps	Start Date	Assigned Leader	Completion Date	Success Indicator	Assessment Report
Coordinate a review of Civil Service job classification and descriptions	Summit	Lori Okada			
Help establish information technology job descriptions for Civil Service	Summit	Lori Okada			
Coordinate a task force to review current laws and procedures that hamper economic development	Summit	Lori Okada			
Coordinate a task force to review and streamline current government procurement regulations and practices	Summit	Lori Okada			
Coordinate a task force to improve access to government information, i.e., a unified web-accessed database	Summit	Lori Okada			
Coordinate a task force to update all aspects of government information technology	Summit	Lori Okada			

Goal					
Action Steps	Start Date	Assigned Leader	Completion Date	Success Indicator	Assessment Report

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