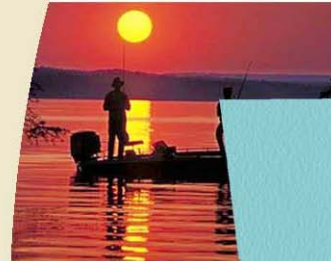




Commission for a New Georgia

Workforce Development Task Force

October 12, 2004



Workforce Development Task Force Board Members

Ann Cramer, Chair IBM Corporation	Jeff Lukken, Mayor of LaGrange
Charles Asensio, ADT Tax Services	Steve Rieck, GSU
Ben Boswell, Wachovia Bank	Josephine Tan, Georgia Power
Jim Buntin, Synovus Service Corp	Audrey Tillman, AFLAC
Dale Jones, Heidrick & Struggles	Jack Ward, Russell Corporation

IBM Workforce Development Consultants: Greg Chouiniere, Brian Kramer



Vision

**To make Georgia's Workforce
its number one asset
in a global economy**



Scope Statement

Conduct a situational analysis to determine the current state of Georgia's workforce.

Develop a comprehensive, implementable plan for workforce development.

Develop recommendations including guiding principles, key policies and programs to go forward.



Guiding Principles

Create a process and a system that is responsive to what we know is an ever changing marketplace.

Develop a solution that removes barriers, offers appropriate incentives, and provides the opportunity for all Georgia citizens to enhance their skills and value to the job market (including at risk individuals, minorities, women, rural, displaced workers, migrant residents, disabled).

Establish a culture that values life long learning and a strong work ethic.

Recognize the need for local implementation.



Definition of Terms

Workforce Development (WFD) is a focused, integrated approach to coordinate business, academic and government sector policies and programs such that, as a collective, they enable individuals to realize a sustainable livelihood and organizations to achieve exemplary goals.

The **WFD system** is the community comprised of employers, the education community (P16), government, localities, citizens, processes and systems, all functioning as a unit.



The WFD Task Force Methodology

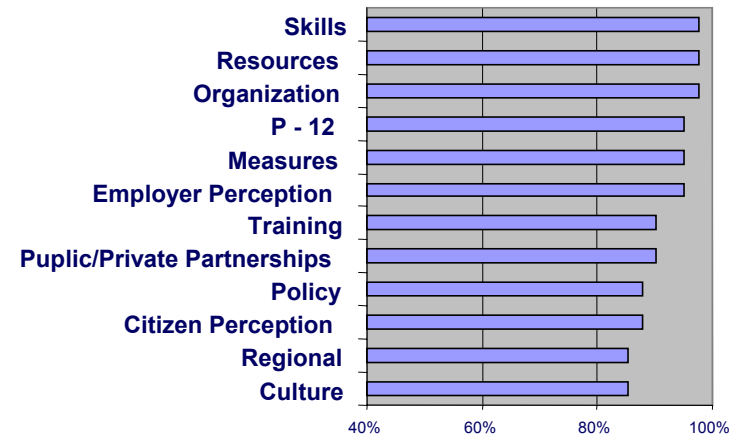
- Approximately 4,400 data points
- 40+ interviews from business, academic, and government sectors statewide
- Five stakeholders identified
 - Employers, education community, government, local communities, citizens

Used a Proven Methodology Designed to Answer the Questions:

- What Needs to Change?
- What Does It Need to Change to?
- How to do it?

**Enhances Collaboration and Clarity
Among Team Members**

Quantitative Results of the Interviews Span 17 Categories (Top Twelve Shown)



The Results of the Methodology Yielded:

- Quantified Interviews
- Created Current Reality Diagram
- Designed Desired Future State
- Defined Implementation Plan



Key Findings

- There are many talented, qualified and experienced people focused on various portions of WFD.
- Many high quality programs exist such as: Newnan CEC, QuickStart, GCIS, GRA, GLISI, CIS, ICAPP and Bright from the Start.
- however -
- WFD, by nature, does **not** have a single owner but is a **shared** responsibility across five major stakeholders (employers, education community, government, local communities and citizens).
- Within the five stakeholders, WFD issues span seventeen different subject categories.
- Previous WFD programs ran the risk of not surviving changes in administration across multiple government agencies.



Key Findings

- The current WFD system does not consistently nor predictably produce the results needed for employers and citizens.
- With 40% of 9th graders dropping out before graduating from high school and with a 52% increase in the number of jobs requiring an Associate degree, Georgia will not have enough people in the talent pipeline to meet the needs of future employers.
- The lack of skilled workers was the key decision point for some companies to decide to locate or expand outside of Georgia.
- If left unchanged, increases in tax revenues will not cover the increased cost of social services.



Current State of Georgia's Workforce Development Process and Where We Need to Go

Current State

The Georgia WFD efforts and resources aren't effectively organized and executed to ensure that all citizens gain the basic skills, continuing education or work ethic training that will retain or attract industry nor to maximize public private partnerships.

The lack of a focused, resilient WFD organization, coupled with the increased velocity of economic and social changes, will allow the WFD current state to continue.

Where We Need To Go

Desired Future State

Georgia can grow and deliver an effective workforce. Through its processes – integrated end-to-end across the state with key customers, agencies, partners and suppliers – Georgia can respond with flexibility and speed to any industry demand, opportunity or threat.

Five Recommendations Need to be Implemented in Order to Move Towards the Desired Future State



1. Establish a private, non-profit workforce development corporation and staff accountable for the success of Georgia's workforce development efforts.

- Form a Board of Directors comprised of: the Governor (chair), key business executives, State Superintendent of Schools, Chancellor of BOR, Commissioners of DoL, DTAE, Economic Development, DHR and Corrections.**
- Work with all stakeholders to create Georgia's WFD vision, goals, solution, measurements, success metrics, and identify funding sources.**
- Create a corporate charter that ensures a continuous focus and momentum on projects that spans administration changes in all agencies.**
- Act as the central project office responsible for the coordination and implementation of the WFD vision and solutions and accountable for the results.**
- Be responsible for the statewide efforts to define, assess and improve Georgia's WFD processes, technologies and overall system.**



2. Aggregate or create a set of processes and technology solutions that enables the success of the WFD system objectives.

- Develop applications and processes that leverage and enhance the WFD system team members' ability to operate as a dynamic, resilient and variable team.**
- Utilize the existing skills assessment tools (ACT) for skill requirements and gap analysis across the entire system.**
- Establish the means to enable the alignment of statewide learning and workforce development initiatives and measurements.**
- Promote and leverage the systems to match qualified employees with employers (America's Job Bank and GeorgiaHire.Com).**
- Track the status and success of requirements implementation activities.**
- Create processes to track and report the number of students in the pipeline for specific industries.**



3. Support and enable the Georgia Education Community's (P-16) efforts to consistently generate or retrain the number of potential workers with the skills employers need.

- Exceed the national average for high school graduates.**
- Exceed the national average for completion of post secondary education programs and continuing education.**
- Leverage the existing connection between the business and education communities to ensure that present and future industry skill requirements are known and adopted by the education community. Graduates have the skills and qualities needed by employers.**
- Create a linkage among the economic development, employer and education communities to ensure that the education community attracts and generates the number of potential workers required by employers.**
- Support and enhance efforts to build a culture that values a basic education, life long learning and work.**



4. Improve the existing WFD system to make it more dynamic, resilient and able to drive and sustain future economic growth.

- Work with WFD system stakeholders to define process objectives, goals and measurements that are tracked and used as a basis for continuous improvement.**
- Include diversity (race, age, gender, national origin, orientation) and regional issues when creating communication strategies and statewide processes.**
- Train all members of the WFD system to take advantage of new and existing WFD capabilities and services.**
- Establish a system of continuous improvement and accountability that ensures the long term success of this effort.**



5. Implement an effective communication plan to ensure that all employers (current and potential) and citizens understand, can use and embrace the WFD system.

- **Ensure that people know how to effectively communicate and work within the WFD system.**
- **Create programs or vehicles that ensure all WFD system members see the value to themselves in using these processes and systems.**
- **Leverage existing resources, communication paths or mechanisms.**
- **Enable WFD system members to provide input into the processes and systems they would be expected to use.**
- **Include diversity (race, age, gender, national origin, orientation) and regional issues when creating communication strategies and statewide processes.**
- **Ensure that all members of the WFD system are aware of and celebrate WFD successes.**



Implementation Actions

Actions

Create a Board of Directors with proper membership and representation.

Assemble a team from industry and government to define initial value proposition, success metrics, business and funding model (analysis, reallocation or reinvestment of existing fund sources).

Create a component business analysis of WFD system.

Conduct a WFD learning strategy, methods and tools analysis.

Perform an IT architecture assessment of the WFD system.

