



Workforce Investment Act Annual Report

Program Year 2005

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Results for Program Year 2005

South Carolina invests its allotment well. South Carolina tracks the costs and benefits per participant, prioritizes activities that promise the best results, and utilizes partners and funding flexibility to maximize each dollar of its funding in order to achieve measurable results.

Cost/Benefit Analysis Shows Positive Gain

The chart below shows the average benefits received for the average costs of providing services to adults and dislocated workers.

Providing services to a dislocated worker costs \$1602, on average and results in the following for dislocated worker participants:

- Employment for 86%
- Employment retention for 92%
- Average individual earnings gains of \$2,769.

WIA Funding Category	Cost Per Participant	Entered Employment	Employment Retention Rate	Six Month Earnings Gain
Adult	\$2,260	81%	86%	\$3,055
Dislocated Workers	\$1,602	86%	92%	\$2,769

The average cost to serve a WIA individual is based upon the Title I funding and the participant data found in Tables M and N in Part II of this report and in the following table.

WIA Funding Category	<i>Dollars</i>	<i>Participants</i>	Cost Per Participant
Adult	\$11,913,793	5272	\$2,260
Dislocated Workers	\$9,133,147	5702	\$1,602
Youth	\$ 11,074,942	3584	\$3,090

Incumbent Worker Training Program Yields Strong Returns

During Program Year 2005, the State Workforce Investment Board allocated \$2,000,000 for the continuation of the Incumbent Worker Training (IWT) program.

IWT Achievements:

- 165 new agreements
- Approximately 10,274 workers trained
- Average cost per trained employee was \$194

Employers reported:

- 3,111 jobs saved
- 453 new jobs created.

At a minimum wage of \$5.15/hour, such data indicate a 1955% annual return on investment of the IWT funds expended during Program Year 2005.

Increase in Training is Better Investment

To align with the goals of the Department of Labor, South Carolina continues to increase the proportion of individuals receiving training

services. Of the total individuals served, Program Year 2005 shows an increase of 8% of individuals receiving training when compared to the previous program year.

Annual data, found in Tables D and G, continue to indicate that WIA participants who receive training show better performance results than individuals who receive only core and intensive services. To continue investing well, the State Workforce Investment Board's incentive policy for the current year incorporates On-the-job and Customized training initiatives.

Resource Sharing and Flexibility Allow for Effectiveness

To use WIA funding more effectively, South Carolina leverages the cost of training through a number of partner sources including Pell Grants, Lottery Scholarship, and Trade Adjustment Assistance funding. WIA funds can then be used for wrap-around services and to provide comprehensive assessments, case management, and follow-up.

Increased fund transfer authority has enabled South Carolina to provide more effective service, as well. Needs can be addressed in a more targeted manner by transferring funds between adult and dislocated workers and by using rapid response funds for early intervention services such as skills assessment.

Evaluations of Program Year 2005

Employers Give Top Ratings to IWT Program

"A small company like mine can not begin to compete with larger firms without access to training to keep our technical people current on newer technologies, as well as getting certified in necessary areas. The IWT grant has allowed us to compete head-to-head with much larger companies and ensure that our customers are getting the best service with the most well-trained individuals..."

"Our staff is much better equipped to compete in our industry... Thank you for the increased employee effectiveness that is a direct result of this program. Thank you for making our company a stronger competitor in the Computer Services industry."

"This training would not have taken place this year without this funding... We have won 17 new product launches..."

The rating scale for customer service feedback in IWT is one through five, with five being excellent and three being good. The average rating given by employers was 4.2 with a response rate of 100%.

Each employer of the 165 new agreements in Program Year 2005 was asked to complete a Final Program and Budget Report within 45 days of the end of the agreement period. The above comments and rating were taken from the evaluation forms. The evaluation also collects 1) impact and outcome data and 2) feedback based on the following aspects of the program: grant application process, staff responsiveness to questions and concerns, cumulative monthly expenditure forms, trainee information forms, reimbursement process, final program and budget report, and overall rating of the IWT program.

Secret Shopper Program Evaluates and Trains Local Areas

South Carolina contracted with a consulting company to perform in-depth evaluations of the state's programs for 2005. While the cornerstone of the analysis was a mystery shopping evaluation that delivers real customer feedback to local areas, One Stop centers, contractors and approved training vendors, the program actually integrates a variety of other services, such as training, assistance, and

work plans that enable local areas to get beyond the idea of “being evaluated,” and to use the information to focus on continuous improvement. The One Stop Secret Shopper program is truly unique and perhaps better described as a continuous improvement program that incorporated a mystery shopping element.

Shoppers came from a pool of real customers, enabling the state and local areas to benefit from more comprehensive customer service and continuous improvement feedback that includes core, intensive and training services. Shopping represented both a cross-section of job seekers and local area employers. It also included a special project where employers across the state who recently used WIA services recently were recruited to provide feedback in a mystery shopping environment. Fifteen (15) key evaluation metrics were observed.

Data were collected from on-site visits, phone calls, and reviews of the internet. All 56 designated one-stops throughout the 12 local areas were evaluated. Benchmark analysis was included to help highlight key opportunities. The quarterly reports were detailed, comprehensive, and specific in regards to strengths and suggested improvements.

According to the benchmark analysis of the mystery shoppers, the strengths of the WIA program are found in the following areas: the range of training options available and the effectiveness of the training programs in preparing customers for a job; reliability of the program to meet expectations; telephone answering, effectiveness, and knowledge; professionalism and knowledge from the staff; and the scope and extent of career exploration enjoyed by the customer. Opportunities to increase effectiveness included speedy responsiveness, planning with the customer, effectiveness of workshops, and the design and usefulness of the internet to job seekers and employers.

Customer Satisfaction Surveys Detail Strengths and Opportunities

Although only three questions are required on the American Customer Service Index evaluation, South Carolina chose to evaluate its program using several more. Furthermore, the survey was designed so that when an extremely positive response was given, an additional question asked for the specific reason so that we could learn what we are doing well. Likewise, if a question was answered less than satisfactorily, an additional question asked for specific information on how we could improve.

South Carolina exceeded its goal for business response rate at 72.3% and met its ACSI index goal for participants at 79.4. The state needs to improve its response rate for participants, 66.2%, and its index for businesses, 75.2. Because South Carolina, in the spirit of continuous improvement, took the initiative to gather specific information on how to improve and on what is working well, the state is well positioned to remedy and enrich the program.

Monitoring Finds Best Practices and Ensures Compliance

State administrators regularly monitor both the program and financial operations of each of the local areas to seek best practices and to ensure that regulations of the Workforce Investment Act are followed. Managers at the state level interview local staff, talk to case managers, witness processes, and evaluate VOS reports and desktops. The monitors seek to evaluate the process of recruitment, intake orientation, eligibility determination, and assessments. The monitors review spending, incentive eligibility criteria, marketing plans and timelines to fill vacancies on the youth councils and the local boards. State administrators ensure technical assistance is received as needed. Monitoring is done quarterly, biannually, and annually.

Highlights of Program Year 2005

The highlights for this program year include the introduction of two model youth programs, participant and program success stories, and partnerships forged on a local level with businesses and schools. Lastly, in July 2005, Governor Sanford moved the Workforce Investment Program (WIA) from under the administration of the SC Employment Commission to the SC Department of Commerce in order to more fully align workforce and economic development efforts. Work of the local workforce boards throughout Program Year 2005 mirror this objective and evidence of such commitment can be found throughout their stories.

Youth

South Carolina chose youth as one of its focus areas this past program year to further Employment and Training Administration's youth vision. State level discretionary funds to implement a model youth program, Jobs for South Carolina Graduates, and piloted another, High School/High Tech.

Jobs for South Carolina Graduates is an affiliate of Jobs for America's Graduates, Inc. (JAG). South Carolina Governor, Mark Sanford, with the strong support of the South Carolina Chamber of Commerce, South Carolina Department of Commerce and the State Department of Education, has approved the use of Workforce Investment Act funding to implement the Multi-Year Program model of JAG in South Carolina. The Multi-Year Program Application is a dropout prevention program which delivers structured services to youth with multiple barriers beginning in the 9th grade and continuing through the 12th grade. The model also incorporates a 12-month follow-up phase. 512 students were served in JSCG during Program Year 2005.

Jobs for South Carolina Graduates was highly commended for successfully implementing the JAG Model in each of the 14 schools at its first accreditation review in October 2005. During its first year of implementation, national recognition was given to the program at the 2006 JAG National Training Seminar and to seven local job specialists for high performance and outstanding work.

High School/High Tech is a transition program to motivate and prepare high school students with disabilities for college, jobs, and careers.

Presently, five pilot locations, serving seven counties, will expose high school students with disabilities to a variety of career opportunities, ready them for post-secondary education and encourage them to achieve long-term success through participation in preparatory experiences, work-based experiences, connecting activities, and youth development and leadership activities. Learning experiences are provided through workshops and internships, as well as on-site visits to colleges, universities, and businesses.

Local Practices

Lowcountry

The Lowcountry Council of Governments (COG) was selected by the U.S. Chamber of Commerce as one of two regions throughout the country to come to Washington D.C. to present an overview on the success of a new program, Work Core. As a result of a survey of employers in the region, conducted in partnership with the local chambers of commerce, the Lowcountry COG developed and implemented a strategy to improve the work ethic and customer service skills in the region. Being a service economy, customer service skills are particularly important in obtaining and thriving in the lowcountry.

Work Core targeted unemployed adults, emerging workforce (high school students) and employed adults needing improved interpersonal and professional skills. The training resulted in a quantifiable certificate that measures each skill taught and compares possible maximum score to individual scores (this format was requested by employers). The certificate provides measured insight of soft skills to employers when hiring entry level workers and gives high school students an "edge" for entry employment and a solid foundation of customer service skills. While the front of the certificates is the same for all classes, the back is specific to the curriculum taught.

Intense promotion was done to over 4,000 employers in the four counties through direct mail, chamber of commerce and economic development offices. The purpose was to increase awareness of the certificate so that employers will request and respond to the successful trainees. The largest employer in Hampton County was so impressed that they now require applicants for certain positions to be Work Core graduates.

This past year, over 200 students were trained. A grant through the SC Chamber of Commerce and funding from schools underwrite the

450 students currently in the program. In fact, the entire program is done through partnerships (marketing, training, and outreach) so that costs stay low for providers and free to jobseekers, workers, students, and some businesses.

Pendleton District

"I'm making more money now than ever in my life," Trina Wheeler says after becoming a full-time respiratory therapist at Greenville Memorial Hospital following her lay-off from the construction industry. She enrolled at Tri-County Tech to start a new career in health care, amidst her worries of not being able to pay her bills and not being able to find a part-time job while studying. Worklink, the new name of the workforce investment board in the region, covered her tuition, books, and gas money. "Worklink helped me actually concentrate on my studies rather than think, 'Oh my gosh, how am I going to pay for it,' " she said.

"I've seen a tremendous increase in pay," says the former low-paid nursing aide, simple mother of two, after finishing her associate's degree and landing a job as a patient-care nurse. Worklink paid for her tuition, her textbooks, and her children's childcare. Worklink tracked her grades and progress and sent checks directly to the daycare. "I thank God for the program, and for just taking a chance.'

Trident

Ms. Linda Selleck entered the WIA program as a dislocated worker after having been employed as a systems specialist. Linda chose to enroll at PST Inc., to upgrade her computer skills and increase her marketability. She successfully completed her training earning certifications in Crystal Reports and HTML. She was also successful in Dream Weaver and Front Page training. With her new skills in hand, she embarked on her employment search. Her diligent pursuits led to an offer of employment as an Information Systems Security Analyst.

Ms. Sylvia Brown entered the WIA program after being laid off as a Machine Operator and Production Specialist. Determined not to allow the circumstances of being dislocated deter her from planning a future, she chose to enroll at Trident Technical College and participate in the Medical Record Coder training program. Ms. Brown after completion of her instruction sought employment and is now employed at Pathology Service Associates.

The Community Healthcare Training Program was established in 2004 in partnership with Trident Health System in an effort to feed the nursing shortage in the tri-county area. Taught at the Trident One Stop Career Center, the program is certified and credentialed through the South Carolina Health and Human Services. Students participate in a grueling eight week training program that includes classroom study, skills training, hospital work, and classes in preparation for entering the workforce. Students who are successful in this training are eligible to participate in the South Carolina State licensing examination through the Nurse Aide Competency Evaluation Service (NACES). The completion rate is 92% and the employability rate is 88%.

Upstate

The Upstate Workforce Investment Board was chosen as the area to have the first construction career fair in the State of South Carolina. Over 415 students, which included 78 minorities and 32 females, from Spartanburg, Cherokee, Union, Greenville and York Counties worked in the mud at South Carolina's First Construction Career Days at the Piedmont Interstate Fairgrounds in Spartanburg, SC. The three day event, August 30 – September 1, 2005, was the result of a year's worth of planning and an extensive partnership between the Upstate Workforce Investment Board, SC Department of Transportation, Carolinas Association of General Contractors and the National Association of Women in Construction.

While Hurricane Katrina threatened to crash the party, students were still able to experience working on road graders, bulldozers, back hoes, excavators, bob cats, cranes and many other pieces of heavy equipment all of which were donated by area contractors and equipment dealers. Inside the building, students got to try their hand at laying brick, soldering pipe, tying rebar, bending sheet metal, welding and many other tasks. They were also timed for competition in nail driving and screw guns. Many construction companies loaned their operators and supplies for the event to teach the students some of the skills needed to operate the machines and to build.

The goal was for students to gain a better understanding of all the possible careers available to them in the construction industry. Perhaps many of these kids will eventually build bridges, design new highways or run successful construction companies.

Catawba

One of the tools used by the Catawba Regional Workforce Investment Board to develop a sustainable workforce system meeting both employers' and job seekers' needs is the Pre-Employment Occupational Certification Program (PEOC). The PEOC program is a 96-hour, instructor-intensive approach to address basic and work skills deficiencies. The PEOC has three primary objectives: 1) to enhance the self-confidence of individuals who are at a turning point in their lives as they encounter new and unexpected challenges; 2) to provide foundational skills training in preparation for entering rigorous academic classes at the post-secondary level for individuals who have been laid off or otherwise unemployed; and 3) to provide individuals with the skills needed for re-entry into the workforce, possibly in a different career. Due to the PEOC program, in conjunction with Work Keys assessments and training, 85% of our customers have increased their Work Keys skills by one level and 94% have increased one skill level required for their occupational goals.

One highlight of the Incumbent Worker Training Program's value to a local paper manufacturer at a critical time can be illustrated by the following: Prior to a few years ago, this company produced only newsprint paper. In order to remain competitive, the company decided to revamp the local facility to enter the coated paper market. As a result of this decision, the company installed state-of-the-art machinery that required more advanced skills among its workforce. Through a \$70,000 IWT grant, five critical training needs were addressed affecting approximately 750 workers and maintaining the company's position as a key player in the paper industry; making the company more competitive and profitable.

Greenville

The Greenville County Workforce Investment Board (WIB) funds a workforce development manager position through the Greater Greenville Chamber of Commerce. This partnership enables the WIB to keep a *pulse* on the workforce needs of chamber members (over 1500 local employers) and to serve as a business liaison for WIB policy issues and workforce investment initiatives.

The Greenville County Workforce Investment Board is a member of a local team consisting of economic development, workforce development, and education. This "team" has joined forces by creating a formal presentation on the availability of economic development and workforce development services to prospective new companies as well as those who are expanding. A company benefiting from the coordinated efforts of the team is a leading developer,

manufacturer and marketer of products for screening, treatment and long-term management of sleep-disordered breathing and other respiratory disorders. The company operates in 65 countries and has two U.S. facilities. When its Greenville facility started up, the company received the presentation from the team, utilized (and continues to utilize) services at the One-Stop, participated in a job fair for several days, and was able to fill all of its available positions.

Waccamaw

Responding to the needs of the business community, the Waccamaw Workforce Investment Board is working with Williamsburg County School District and Williamsburg Technical College to provide career majors to high school juniors and seniors within three (3) major clusters to facilitate requirements of the new Education and Economic Development Act (EEDA): Auto Mechanics, Welding, and Machine Tool Technology are the career cluster focuses. This partnership enables the school district to more effectively meet the needs and interests of students, as well as provide businesses and industries with a well-qualified workforce. Students attend classes at Williamsburg Technical College during the day while adults take the same courses during evening hours. Students are able to earn course credit for both high school and college at the same time, thus, giving them a jumpstart in earning a degree.

Pee Dee

In 2005, one of the Pee Dee Workforce Investment Board's goals was to form a strong alliance with education, especially in regards to promoting in the schools. In a pilot program with Darlington County School District, the Pee Dee LWIA staff provided WorkKeys™ assessments, at-cost, to over 100 Darlington County seniors who were scheduled to complete programs in the career and technology education track of high school in the spring of 2006. Several Darlington County employers who utilize WorkKeys™ as a hiring tool supported the project and the district plans to expand the program next year, allowing juniors to take the assessment, utilize training to address weaknesses and then to re-test during their senior year. The successful results of the pilot and the importance of obtaining input from businesses regarding required skills are being shared with other school districts.

In order to make sure that the WIA services delivered in the Pee Dee represent the workforce development needs of the area, the Pee Dee WIB seeks input from area businesses through customer satisfaction surveys and by actively participating in various workforce development

efforts to assist a company in the successful staffing/expansion of a new 300-employee facility, the Marlboro County One Stop served as the clearing house, taking nearly 4000 applications, scheduling interviews and WorkKeys™ testing, and enrolling applicants in pre-employment classes. The WIB staff provided WorkKeys™ testing for over 3000 Mohawk applicants and contributed approximately \$110,000 in On-the-Job training (OJT) contracts, allowing training for approximately 45 WIA participants. The project was successful and partnership efforts will continue in another expansion planned for the near future.

Midlands

An initiative of the Midlands Workforce Development Board (MWDB) and Midlands Technical College was awarded a Federal Community-Based Job Training Grant to fill gaps in the healthcare system. After the award was made, the MWDB immediately stepped in to identify potential participants for the grant, starting with WIA-registered participants enrolled in healthcare programs of study.

Health care is a high-growth industry and an economic development priority in South Carolina. The MWDB has pursued opportunities to fill jobs and to train employees. Ascension Hospice immediately seized the opportunity to couple the services of the MWDB with immediate growth by transitioning from a home-health provider to an in-patient facility. The MWDB completed WorkKeys™ Job Profiles for multiple entry-level jobs at three regional hospitals. The three hospital facilities are now in the process of integrating WorkKeys™ into their selection process and upgrading the skills sets of their incumbent workers.

Through their growing partnership with economic development leaders, the Midlands Workforce Development Board is positioning itself as a major player in crafting the economic development tools to move the Midlands and South Carolina forward.

Lower Savannah

The Lower Savannah Workforce Investment Board coordinated with the One Stop Centers, local Technical Colleges and Chamber of Commerce to identify employers to attend information sessions within each county to educate and market employer services available through WIA and to establish relationships. The information sessions were hosted regionally as a Business Solutions Breakfast/Luncheon throughout the six county region. This series of informational meetings highlighted the WIA services and benefits available to employers, employees, and jobseekers such as WorkKeys™, Customized, OJT, and

Incumbent Worker Training, Labor Market Information and other specialized benefits and resources. Shortly after the informational sessions had been conducted, the impact was visible. Nineteen (19) companies entered into OJT contracts to commit 188 positions, approximately 15 employers throughout the region submitted IWT applications, and the request for Business Services from employers has significantly increased. To further enhance our IWT review and award process, we arranged for economic development partners to review, rank, and recommend the IWT awards to businesses. Not only did this enhance the IWT program, but also the working relationship of workforce development and economic development.

We developed a partnership with the local Technical Colleges to assist in the creation of short term training curriculums that target participants without a GED or High /School Diploma. In Aiken County the collaboration of partners became the Community Partnership for Workplace Learning. The goal of this collaboration is to enhance skills and employment opportunities for targeted unemployed and underemployed program candidates without GED's and High School Diplomas. We are proud to offer this opportunity as an ongoing curriculum at Aiken Technical College. In Orangeburg County, the 1890 Research and Extension program at South Carolina State University in partnership with the Orangeburg Employment Security Workforce Center provides introductory courses in Microsoft Windows XP, Word, and internet navigation. These courses allow skills attainment and upgrade to students free of charge. The class served thirty students in each session. Enrollees included agency employees and WIA customers. Each class ended with a graduation ceremony and a certificate of completion. There have been one hundred three graduates to date. Participants praise the instructor and services rendered. Their families praise the ceremony as a symbol of great achievement. These efforts continue to spark interest in the community at large, making this project a benefit and worthwhile initiative.

Santee-Lynches

Santee-Lynches Workforce Investment Board, along with partners, served a business need while improving the earning power of individuals. The Santee-Lynches One Stop Workforce Centers, Thompson Industrial, the SC Employment Security Commission and Central Carolina Technical College (CCTC) came together to a family owned and operated commercial construction company. This company needed 40 welders to strengthen their ability to compete. Job Fairs were held which attracted over 100 prospective candidates, 21 of

which registered for a welding class with CCTC. The company agreed to conduct pre-registration health analysis to ensure candidates could be hired upon completion of training and has agreed to hire all 21 at a starting wage of \$18-20 an hour. Additional job fairs are currently being held to shore up the additional 20 workers that will be needed to solidify their position and ensure stability for this company as well as to address the critical shortage of certified pipe and plate welders in the region.

Upper Savannah

Upper Savannah is preparing the workforce of tomorrow while helping troubled businesses today. Businesses that are closing or implementing a reduction-in-force are offered outplacement services through onsite transitional services, funded by WIA. The primary goal is to encourage impacted workers to start their job search early and to take advantage of existing employment and training programs. The most popular feature of onsite services is workshops on job search strategies, interviewing techniques, and dealing with change. The workshops give practical advice and link people to additional resources. Affected workers are also offered opportunities to take the WorkKeys™ test. By taking the WorkKeys™ test before workers are unemployed, individuals who score low have an opportunity to start remediation early. This early intervention helps people prepare for a new job or get ready for a technical school placement test. By testing large numbers of workers in the area, a database can be established that economic developers can use in recruiting new businesses. The following quote came from an operations manager:

"I wanted to take this opportunity to thank you and your staff for all the guidance and support that you have given our entire work force over the recent months. Your level of commitment to their needs has made their transition much more acceptable. In multiple conversations I was told by our employees that you not only armed them with invaluable information, but you actually acted as though you cared for them personally. With all the stigma's attached to different government entities today, this work force found something very different in those individuals that helped them plan for the present, as well as, the future. Please pass this note of personal thanks onto your staff."

The Workforce Investment Act is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers may be reached using TTY/TDD equipment via the South Carolina Relay service at 711.