



# Survey Report - Verbatim Responses

Strategic Planning, Listening, and Brainstorming  
March - April 2019

## Question Category: Branding

### 1. Five years from now, what words or phrases would you like to hear from employers, educators, and employees when asked to describe the Governor's Workforce Development Council....

- "Without their help, this would have never been possible". "They provided pathways to college credit for me", "The quality of workers for my business has increased due to my partnership with education"
- 1) they know who you are and projects you have supported2) They have positive experiences with WDC
- 1. they met the needs of the vastly different communities throughout Idaho2. they were involved on a local basis as well as a state wide basis3. we know who they are and how they affect our business, education and employment
- A collaborative environment. Bringing employers and the education world together. Breaking down barriers for students and job seekers, as well as educational professional and employers. Intentional responsive solutions rather than reactive "fixes". Efficient and critical use of government funds. Coordinated efforts across sectors, and the WDC is the facilitator of those connections and efforts.
- A connector of efforts, people, and outcomesFrictionless direction to the most appropriate resourceCollaboratively connected the myriad pieces of the workforce puzzle togetherA diverse group of ideas and people focused on success
- Advice and programs by WDC provided strategic thinking and directions that changed my life as an employer, employee and educator.We grew our company and our workforce in Idaho because of WDC programs.
- AdvisoryVisionaryAssistiveCollaborativeA group of industry and education professionals working towards the common mission of creating a world-class workforce in Idaho.
- agile, aligns citizens with learning and the talent needs of employers, non-bureaucratic, driven locally by employers and educators.
- An advocate for job seekers, employers and educational institutions at all levels.Promoting economic growth and development in the state of Idaho.Encouraging workforce and student retention in the state of Idaho.The use of services and requests are user friendly and easy to use/access.Sharing of best practices throughout the state of Idaho.
- bridge gaps; identify solutions; brought parties together; facilitated solutions; stimulated new methods; catalyst for change; raised the bar; bravely challenged misperceptions; identified weaknesses; forge solutions;
- cohesive council that convenes and supports all stakeholders for the vibrant Idaho workforce
- cohesive, forward thinking leaders and planners for Idaho's workforce
- Collaborative and effective advocate for an educated workforce.
- CollaborativeResponsive Nimble
- Committed to serving the needs of both Idaho's employers and job seekersDiverse perspectives on the Workforce Development Council that reflect Idaho's job seekers who access WIOA services, including those of different race/ethnicity and education levels (not only focused on those with a HS diploma, college-going or college graduates)
- Connector: I hope that employers, educators and employees will describe the Workforce Development Council as a connector. Not only for jobs but for education needed to get a job and the community needed for strong employers.Unison: State entities (ICTE, SBOE, DOL, HW, WDC) are working in unison and using their strengths to build a foundation for education. This also includes industry understanding and support of the state efforts that drive workforce development.Pathways: Highlighting pathways for post K-12 (and within K-12) education for Idaho students whether it's apprenticeships, internships, certification, 2 year, 4 year or more. Exposing the pathways available to students without limiting their growth or demeaning their choice. This includes outreach to schools, industry and the general public.
- Connectors, resource brokers, workforce pioneers
- Effective, Collaborative, Impactive
- effectivealigned with industrygroundbreakinginnovative
- Employers - We have a rich talent pipeline of prospective employees to choose from. The talent force has the necessary skills to make immediate positive impact on my business. They know how to show up to work on time, work safely, work well in a team setting, and they have learning skills to be able to comprehend new job specific skills. Educators - We have prepared students for a career where they can earn a better than average wage, have a fulfilling career, and make an immediate contribution to thier employer. Our students have a good work ethic, good problem solving skills, and know how to continue thier education for job specific skills. They are immediately employable, but also have the necessary skills to be sucessful in higher education or other training programs as they desire. Our students succeed whether finding a career, additional education, or becoming a productive member of society. Employees - I have a great job! I make a good wage, I have career opportunities, I have continual educational opportunities, I work for a great company, and I had multiple options to choose from.
- First off, I'd like to know that they knew about it. Then, I'd like to hear words like:effectiveusefulhelpfulactiveengagingrealisticenergeticresourcefulproactive
- From employers: "Workforce Development Council was a key component in providing a trained workforce for my business."From educators: "Workforce Development Council was a key partner in deciding what training and programs are needed to provide a skilled workforce in rapidly changing times."From employees: "Workforce Development Council helped me learn new skills and increase my wages."
- Great job in following the Mission & Vision Statements and achieving the goals.
- I am not sure how employers, educators and employees would know about the fine work of the council. Nor am I sure that getting credit to the council for their efforts is the primary goal of the council. Absent significant marketing efforts, I am not seeing this. I would have to be sold on the value of the marketing campaign.Getting recognition for Idaho's workforce development system (and highlighting the frontline efforts of people on the ground) however would be nice.
- I would like to hear people say the Council made a difference in preparing workers for the 21st Century workplace. I would like to hear people say the Council played a key role in helping the state attain its goal of having 60 percent of our 25-34-year old workers holding a postsecondary credential. I would like to hear people say that the Council did this in an inclusive and collaborative way.
- Idaho's workforce is diverse and highly trained to meet the needs of our unique communities, businesses, and schools. There must be a futuristic vision to connect and build pathways between education, business, and government to ensure that Idaho is ready for a world we can only image. All citizens in Idaho need to be supported to develop the knowledge, skills and depositions to be successful and productive.
- increased opportunities, seeing concrete results, great programs, helping Idaho residents, improving education, improving lives, qualified workers

- InnovativeEffectiveOutcomes-Driven
- Made a DifferenceUnderstands our needs
- Making innovative solutions possible to bridge the gap between workforce supply and demand. Engaged employer and education communities.
- Many employers offer paid internship and apprenticeship positions. In fact, we don't have enough students to fill the positions! (maybe this is a stretch...)The skills gap has narrowed significantly. Workers are being trained to meet employers needs.
- Provides effective talent pipelines for business and a career pathways for students and adults.Better connects education to work through work based learning opportunitiesWork based learning opportunities such as apprenticeships, internships and co-ops have become the expected standard rather than the exception.
- RelevantSupportiveEngagedDriven and effective
- Responsive to industry needs, visionary, innovative, resourceful, collaborative, fair
- Responsive, concerned, progressive, collaborative
- ResponsiveEffectivePrudentRepresentative of Idaho needsKnowledgeableCollaborativeTransparent
- Strategic statewide partnerEffective facilitator Resource for benchmarking among other states and education institutionsProvides innovative solutions for statewide collective effortsImproved the quality and relevance of workforce development activities in Idaho resulting in workers with relevant skills, qualifications and credentials to secure and advance employment in well paying jobs
- Strategic; quickly responds to industry needs; collaborative; able to get things done.
- Tangible, real progress in training and developing a dynamic 21st century work force for Idaho.
- That they know who they are and recognize that the Council has been helpful to employers, educators, and employees in meeting their workforce development needs.
- The Council is the clearinghouse for workforce training opportunities in Idaho and the best place to start if you're looking to get a leg up in life.
- The Governor's WDC was innovative in creating industry-requested avenues for increasing access to a viable workforce. The process was easy, customer-focused, and produced results.
- The GWDC could be:supportive of broad education AND industry participation (programmatically and financially)brokering (paid) apprenticeship modelsencouraging combined pathways from education to workforceresponsive and nimble (not bureaucratic)
- The source for employers to assist in coordinating ways to fill employment needs.
- The WDC has not only enhanced economic stability throughout the state of Idaho, but has resulted in employees gaining marketable work skills that have improved their hire abilities, and standard of living. The WDC is commended by ????, for its demonstrated results in tackling the WD issues faced by industry and businesses in the State of Idaho. The WDC has helped attract major manufacturers, such as ???, to the State of Idaho.
- The WDC positively affected the opportunity for Idaho's work force to be trained, retrained, educated, and/or licensed to meet the changing demands of Idaho's economy
- The WFDC made good investments of the public funds to build skills in our workforce that helped people prosper. This number \_\_\_\_\_ of Idahoans enrolled or took advantage of programs and have a job or a higher paying job now.The WFDC decision making was fair and open. This sector(s)\_\_\_\_\_ of the economy had the workforce they needed to grow.Thanks to the WFDC, anyone can easily find out about all the resources available to improve skills and find jobs.The WFDC helped evolve the education system so that it better supported the needs of a 21st century economy and workforce.
- This is a council with a clear strategy to support training and education in a transparent and fair manner.
- TransformativeAmazingSustainable solution for the Idaho economy, for employees and employers alike
- transparency, collaboration, implementation, best practice, Idaho has the benefit of.....compared to other states, state for everyone, coordination, competition
- tuned into employer needsprovides meaningful, pragmatic financial and policy assistanceallows employers' employees to teach the skills necessary through apprenticeships and internships
- Was the best thing to happen to help industry and education come together.
- We are very appreciative that Governor Little made OJT/Apprenticeship programs a priority in Idaho, reducing the stigma of skilled labor and focusing on "skills, not degrees" so employers could obtain qualified, skilled laborers to fill our 16,000-person labor shortage. This skilled-labor focus also opened up opportunities, through the WFD council's networking, for employers to learn and work with Idaho Division of Veterans Services - Education Bureau to obtain VA-approvals for their companies. The VA approvals led to increased veteran hires, which allowed veterans to use their GI Bill® benefits to learn the skilled trade while concurrently receiving a tax-free VA stipend during training. A stipend they earned from serving our nation is also an economic multiplier as these federal dollars could be as high as \$25-30K for a 4-year apprenticeship program.
- well thought out and planned
- You've moved us forward and we're seeing the results of your work.

2. A preliminary Mission Statement follows: "Coordinate and implement statewide strategic workforce development planning to prepare Idahoans to succeed in a high-growth economy and improve the competitiveness of Idaho employers." What adds, deletes, and edits would you suggest to improve this mission statement...

- "Coordinate and implement statewide strategic workforce development planning to equip workers and employers in Idaho for future success in a dynamic economy and secure Idaho's competitiveness in a global market."
- Sounds great
- ".....innovative statewide strategic....."
- "...improve the competitiveness of Idaho employers" is an outcome of a prepared and highly skilled workforce. The focus of the Council should remain with improving the skills of the workforce- not with individual employer competitiveness. A highly skilled workforce is only 1 component that impacts Idaho employer competitiveness.
- "Coordinate and implement statewide FINANCIAL ASSISTANCE PROGRAMS AND PROVIDE PRAGMATIC TECHNICAL ASSISTANCE TO TRAIN AND RECRUIT (DELETE = strategic workforce development planning to prepare=) Idahoans to succeed in a high-growth economy and improve the competitiveness of Idaho employers."
- "Coordinate and implement statewide strategic and MEANINGFUL workforce development planning...."
- "to prepare Idahoans for success" in a high-growth economy...
- ...and create value for working Idahoans.
- "...implement statewide, [collaborative, continuously improving] strategic workforce development planning [with robust feedback loops]..."
- Add support for regional distinctions. Statewide planning is seldom effective, in particular within workforce and economic development activities. For example:"Coordinate a statewide workforce development strategy which supports both state and regional activities to prepare Idahoans to succeed in a high-growth economy and improve the competitiveness of Idaho employers."
- Behind "planning," add "grant awards, and initiative coordination".Change "high-growth" to "all types of economies".
- Consider deleting "Coordinate...to" and start with Prepare Idahoans...
- Coordinate and implement planning. This is confused. Make it more understandable. We should be preparing Idahoans to succeed in any economy (high-growth is not a guarantee so why are you including it here?) Economic cycles are a reality and despite sustained recent growth...etc.Understand and help bridge the gap between the needs of the labor market and the ....something something develop the competencies needed by Idaho's employers.
- Coordinate and implement REGIONAL AND statewide strategic workforce development planning to prepare Idahoans to succeed in a high-growth economy and improve the competitiveness of Idaho employers.Not sure how to connect this idea--responsive to the varied economies of regions of the state (e.g., Treasure Valley "tech" vs. Magic Valley ag
- Coordinate and implement sounds too tactical. We should probably used more aspirational or motivational words.
- Coordinate and implement statewide strategic workforce development planning to prepare all Idahoans to succeed in a high-growth economy and improve the quality of employment opportunities for Idahoans. Increased quality of employment opportunities --> increased retention --> increased competitiveness of Idaho employers.
- Coordinate and implement statewide strategic workforce development planning to prepare Idahoans to succeed in a high-growth, knowledge-based economy and improve the competitiveness of Idaho employers.
- Coordinate, implement, AND MAINTAIN AN EFFECTIVE AND RESPONSIVE statewide.....
- Facilitate the identification and implementation of statewide innovative workforce development strategies that prepare Idahoans for success in a high-growth economy while providing Idaho employers with the skilled employees they need to drive that economic growth.
- For flow, you might consider the deletion of "statewide". Because of the nature of the council, it seems obvious.
- I "wonder"...what is success. Maybe, Idahoans have the knowledge, skills and depositions needed in a high-growth economy and ect. Success should be defined.
- I am not sure what "improve the competitiveness of Idaho employers" means. And how is that separate from "prepare Idahoans to succeed in a high-growth economy" because aren't "Idahoans" also employers? Is the competitiveness against other states? What are they competing for? I like the first part, but that piece around competitiveness of employers just seems ambiguous. So either take out, or be more clear about what that is. I am not a huge fan of "high-growth economy". It sounds like government jargon, not the language of the people. I like the meaning behind it, but it makes the statement sound very formal, and if the whole point is to connect with under educated and underemployed individuals, taking out the jargon and buzz words might be good.
- I don't like "high-growth", perhaps "growing, changing" economy.
- I like this statement. No changes.
- I think your mission statement must contain a reference to the state's over-arching goal of having 60 percent of its 25-34-year olds holding a postsecondary credential by the year 2025. The State Board, Governor and even the Legislature have embraced this goal so it makes sense for the Council to incorporate it into its mission statement.
- I would delete "high-growth." Not all areas of the state are that way, but you still provide service to all of the state.
- I would like to see a reference to the education systems. I would also like to include what are we preparing Idahoans to succeed at. Success is relative and our focus is in preparing them for a fulfilling career and ultimately creating thier ideal life. The byproduct of that is improving the competitiveness of Idaho's employers. I don't have the example as I know there are much better wordsmiths out there than me.Suggestion: Coordinate and implement statewide strategic workforce development planning with collaboration from education, government agencies, and NGO's to prepare Idahoans to succeed in a high-growth economy and improve the competitiveness of Idaho employers while enhancing the quality of life for its citizens.
- I would like to see specifics as to what would make Idaho employers competitive. I worry that the framework for competitive employers would describe an obsolete workforce development rather than the emerging workforce.

- I would like to see wording that includes education, maybe Coordinate with Idaho CTE educators and ...
- I would recommend replacing the word "planning" in the phrase "Coordinate and implement statewide strategic workforce development planning" with "strategies" or another action word that reflects the work being done versus just planned.
- I would simplify and adjust it say "Coordinate and promote workforce development opportunities that help Idahoans thrive in a high-growth economy and meet the workforce needs of Idaho employers." The Council coordinates workforce development, not workforce development planning. I also think improving competitiveness is secondary to addressing shortages in eligible workers for skilled jobs.
- I would think we are trying to improve the competitiveness of Idaho's employees rather than its employers. I am not sure I am getting the intended meaning of that. I would likely delete "high-growth" just due to wordiness.
- improve profitability and global competitiveness for Idaho's businesses and enhance the quality of life for its citizens by preparing them to participate in a rapidly changing, market driven economy increase the competitive position of Idaho businesses and attract new businesses through the development of a highly skilled and available workforce
- Improve the competitiveness of Idaho employers and employees through strategic workforce programs for retaining and attracting growing businesses across Idaho.
- It is the same language we hear all the time. It is very broad and suggests more meetings. Employers don't want more meetings. Haven't we already had enough meetings to know what they want? They want the results of all those meetings...now....pipeline later.Suggest something more action-based/to the point of what employers want: 'The WDC will identify and fund Idaho's top five industry workforce priorities in each quarter.
- Listens to and works with Idaho businesses and educators to meet the workforce needs of today and the future.
- Looks good. It is all inclusive.
- Love it. No changes.
- Mission statement above is too long. "Preparing Idahoans to succeed in a thriving economy and improving the competitiveness of Idaho employers by closing the gap between skills and jobs."
- needs to include variation of "works with industry to identify needs and then successfully meets them"needs to include variation of "gets everyone working in same direction"
- Not sure if 'high-growth' will always be the case - every changing, dynamic may be more appropriate.Too many words up front - Engage in strategic workforce development planning to prepare Idahoans for careers and improve the competitiveness of Idaho employers. Something like that.... easier to follow - stick to the main points.
- Only thing I would add would be in conjunction with other state agencies and industry to build inclusiveness.
- Really? 1. Sounds bureaucratic, boring and like it was written by a policy wonk. No one cares about government's recipe for making sausage. Get to the heart of the matter. Meet the workforce needs of Idaho businesses and provide Idaho citizens with the training and education they need to succeed in a new economy - good or bad. 2. The role of the Idaho Workforce Development Council is workforce development. If this council has a role, it's to make sure the training programs offered through our education and workforce training system align with the employment demands of Idaho businesses, and that's it.Business can and should take care of business. Government has no role nor should it interfere or think it can "improve the competitiveness" of Idaho companies. Politicians need to stop taking credit for the state's economic success. That's a political fantasy that needs to end.
- The current mission statement is appropriate and does not need changing.
- This mission statement looks fine.
- We need to focus on the local/regional economies and educational systems... This current Mission suggests too much centralized solutions that might create non-agile, non-flexible, solutions that have to be implemented over years of legislative initiatives to adjust statutes and rules. NO
- Well, to start with, we may not always have a "high growth economy" so could we please delete or modify that? Perhaps what's intended by that phrase is that we want to help prepare Idahoan's skills so that we could create a high growth economy that is not held back by a skilled labor shortage?Interesting that this mission statement sort of hints (or states!) that we're involved in some level of centralized workforce planning. I don't think we're doing that at all. I think we operate at a lower level than that - we're supporting, reacting, filling gaps -at least so far. To me, planning would require us to be working much more closely with economists, forecasters, industry associations, etc.
- while meeting the individual needs of the variety of businesses and opportunities available in the Great State of Idaho.
- You might make this statement more active i.e., Coordinate and implement statewide workforce development strategies to prepare Idahoans to succeed in ...

3. A preliminary Vision Statement follows: "Idahoans are prepared to participate in a rapidly changing, market-driven economy. They have access to an integrated workforce development system that convenes employers, education and government to create a talent pipeline – improving profitability and global competitiveness for its businesses and enhancing the quality of life for its citizens." What adds, deletes, and edits would you suggest to improve this vision statement...

- you don't need both mission and vision statement. The vision should be the mission.
- .....They have customer-friendly access to an integrated....."
- "...an integrated, [nimble,] workforce development system that [seamlessly] convenes employers..."Idahoans know the breadth of workforce resources available to them and how to access those resources.
- A vision statement is an inspirational, aspirational, ONE-SENTENCE statement that clearly describes the long-term desired change as a result of an organization or program's efforts.The best vision and mission statements are inspirational, clear, memorable and concise.This statement makes me want to beat my head against the wall. Get back in there and try it again.
- again make this statement more active instead of improving profitability. "to create a talent pipeline that improves profitability and global competitiveness ..."
- All Idahoans will have access to an integrated and inclusive workforce development system that convenes employers, education and government to create a talent pipeline for Idaho employers that drive the Idaho economy for ongoing generations.
- Current Vision statement is appropriate and would leave as is.
- Delete last phrase after talent pipeline. The focus = talent pipeline
- Does not need changes.
- Don't know where it would fit within that packed statement but a line that covers keeping talent within the state. It eludes to that and maybe it's enough. Just a thought.
- good
- Great job. No edits.
- I am not sure about the word "convenes". In the context it feels like "compels" or "converges" might work.
- I do like this Vision statement. Consider inserting local/regional after the word CONVENES. Also consider taking the word GLOBAL out before competitiveness. Competitiveness is important to small local employers, regional employers, and interstate employers as well. This vision has to change very little.
- I like it as it is.
- I like it.
- I like the vision statement. I don't know if we need the words "market-driven". What does that really mean? does it add value? otherwise I like the statement.
- I like this vision statement. No changes.
- I love this vision statement.
- I should have read this before commenting on the mission statement. I like it, but have a hard time distinguishing the vision from the mission statement.
- I would change the word "convenes" to "engages"
- I would simplify it: "Idahoans are participating in a workforce development system that provides opportunities for them to compete and succeed in a rapidly changing, market-driven economy." The simpler the statement, the easier it is to visualize. This puts the focus on individuals (where I would argue it belongs), while still being applicable to businesses.
- Idahoans are adequately prepared to participate in a rapidly changing, market-driven economy. They have access to an integrated workforce development system that convenes employers, education, and government to create a talent pipeline that affords employers the opportunity to provide high quality employment opportunities at a living wage with opportunities for advancement thus improving employee retention, profitability, and global competitiveness while enhancing the quality of life for community members.
- Interesting first sentence...need to get to work on getting there!
- Like the rapidly changing, market-driven language here. This is too long and loses focus around the middle of the paragraph. Can the integrated workforce development system serve as a catalyst to something something talent pipeline?
- Looks great
- OK as is
- Remove "improving profitability" as that is outside the control of the council, except for explicitly subsidizing businesses through employer grants.Replace "employers, education and government" with "stakeholders." There are non-profit and worker advocacy groups that should also be included in the planning process.
- Sounds great
- Streamline the statements - what are the most important points of the vision of the WDC? I'm lost with this vision statementThat Idahoans are educated and ready to work? That the workforce development system collaborates with employers, education and government to ensure that Idahoans are prepared to meet the needs of businesses?Simplify!
- take out pipeline and replace maybe with resource or team work, or take out talent pipeline and add best practice
- The Council will strive to develop necessary tools, processes and relationships to enable Idaho businesses to meet their workforce needs for talent from within the state.
- this sounds good.
- this sounds like government speak for "it's someone else's problem"

- Ugh! Wordy. Is this a vision statement for Idahoans or WDC? The WDC responds to employers and workforce needs with quarterly solutions that improve business opportunities and fill jobs.
- What is this "integrated workforce development system" that Idahoans will have access to? "System" is institutionalized jargon. It's ambiguous and hard to envision what that actually means for people. If I were unemployed, I'd wonder, "what is this system they are talking about?" Just depends on the audience of who is reading this vision. I'd also take out "create a talent pipeline" and just skip right to improving. People don't look at themselves as in a "pipeline". They just want jobs. "Enhancing the quality of life for its citizen" is what they really want.
- With a "rapidly changing" market, I would like to see the idea of citizens able to develop skills to adapt to these ever-changing realities as a central theme.

## Question Category: Principles

### 4. Using words and phrases, describe the most important principles we should use to govern our behavior as a Council...

- The WDC is committed to building strong collaborative partnerships with businesses, industry, and colleges to meet the demands of the labor market while correcting inequitable employment.
- 1. Citizen centered2. Intentional (I think we need to be intentional about uplifting certain areas/demographics over others so that we do not create a divide between counties and regions. Intentional about not being Ada County focuses) 3. Inclusivity (of employers, educators, students and job seekers, but also of diverse backgrounds)4. Collaboration5. Open Minded to new ideas- Don't become the government entity that thinks it knows better than its citizens. Be listeners.
- 1. Offer my skills to help WDC improve training and skills but not take advantage for me or my own company.2. Participate in discussions in a respectful, non-conflict of interest manner.3. Communicate with WDC leadership on what is happening in my company or region regarding workforce, training, education, etc.4. Communicate with stakeholders and legislators in my region regarding WDC. Be the WDC ambassador.
- agileforward thinkingimpact
- aligned with industryforward thinkingconsensus buildingcooperation
- be forward thinkinguse data and analysis wisely to ensure a high likelihood of effective initiatives
- Be responsive to employer needs and break down academic and bureaucratic hurdles that artificially and unnecessarily hinder citizens opportunities to improve themselves by being connected to employers.
- be transparent, do outreach and make sure that every person in Idaho understands your language, educators, best practice, be a focal point
- Be Visionary-look 2-5 years out, keep informed of headwinds and tailwinds, changes in business, govt, and economic trends.Respect for each member of the Council regardless of their opinion Consider and be in touch with employers big and small, rural and urbanListen to business and industry - let businesses lead with visionListen to education - what are the needs of students? What are the barriers that educators face in providing the best education possible?Be fair when allocating grant fundsCollaborate with colleagues to leverage resources statewide and across regionsBe knowledgeable of federal policy and resources
- BipartisanFuture focusedCollaborationStrategicInclusiveAction OrientedConsider the 'art of the possible'
- collaborative, transparent, nimble
- Collaborative; accountable; transparent; driven.
- CollaborativeInclusiveOpen and transparentFocusgoal-orientedoutcome focusedResults orientedVisionaryMission-driven
- CollaborativeInclusiveTransparentListening
- CollaborativeInnovativeResults Oriented
- Continual rethinking and refreshing our priorities to meet Idaho's workforce challenges.Choose a few priorities and focus resources annually on achieving tangible goals.
- Data-driven/informedCreative/innovativeListening/reflectiveTransparent/openResilient Dynamic/fluid
- Developing partnerships across education, business and employee related services.Having the ability to support the recommendations and decisions that are final and move forward.Move as quickly as possible given the inertia involved in the surrounding politics.
- efficient; effective; accountable; transparent; pragmatic; ethical; objective; fair; data-driven
- Engaged, Teamwork, Partnering,
- ethical and fairopen to change and growth
- Ethical. Transparent. Humble. Inclusive. Respectful. Inclusive. Humble. Transparent. Ethical.It may be hard to believe, but Idaho hasn't been without education or training programs in its schools, colleges and universities. Many of the state's education and workforce development / training programs have been around a long time. They may not be perfect, but they deserve to be treated with respect.
- EthicalDiligentFar reachingNot self-servingForward thinkingProactive, not reactiveEquitablePoliteFriendlyReceptiveAccountableResponsible
- focused, practicable, supportive, solution oriented
- Forward thinking. Understanding the most probable projections for the future that our children will be working in and centering discussions around that theme.
- Gather feedback from key stakeholders in industry, education, and government.
- honest, integrity, improvement, accountable,
- HumilityTransparentUser-centered focusIntegrated whole, where each part does its part
- InclusivityListensRespect
- Independent of conflict of interest Civil and consensus-based Data-driven decisions and recommendationsOpen to and encouraging of input from external parties (education, business, experts)Action-orientedDynamic, responding to shifting needs to state regional economies
- Innovative, creative, results-driven, customer-friendly
- Integrity, honor, teamwork, pride, respect, decorum, hardworking, accomplishment.
- integrityconsistencytransparency
- IntegrityResponsible/Accountable to the Public TrustCollaborativeCivil discourseTransparent(see also question #1)
- IntegritySustainabilityIdaho First
- Needs of employers and pathways for employees
- RealisticAchievable actions that actually brings about resultsresults driven



- recognizing the diversity of business opportunities throughout the State.
- Respect for all Open Communication Fair/Ethical Civil Discourse Inclusion
- Responsive, collaborative, and equitable. The council should strive to hold employers accountable for providing living wages, consistent hours, and opportunities for advancement within their organizations.
- responsive pragmatic realistic non-bureaucratic open flexible nimble
- Serving on the council should be a public service and not a means to an end for businesses or schools to seek access to subsidized training funds. Accountability and outcome evaluation should follow all significant decisions made by the council. Grant reimbursements should primarily be based on performance outcomes - preferably pay-for-performance. The council should also follow-up on significant initiatives, like apprenticeships, to ensure the results are positive and worth maintaining.
- Simple is better Quick is better Say yes to Idaho
- Support, engage, align, reflect, build pathways, include social/emotional competencies, connect to stakeholders, include K-12 education and CTE, connect pathways to competencies, and make it easier for our schools and communities.
- The council must remain transparent and taken into account the input from all parties. Although 2018 was a learning year with the expanded council and focus on industry members- the council should not lose sight of the end goal which is a prepared and skilled workforce in Idaho. The behavior of the council should remain respectful and open. There were some discussions over the last year in which it was felt that the chairperson of the council disregarded concerns brought up by members. These issues were in the area of transparency. Although a lengthy discussion was had - legitimate concerns were raised by the council member and a resolution was not fully addressed.
- transparency fairness equality Growth mindset
- Transparency
- Transparency, communication, inclusive.
- Transparency, Vigor, Agile
- -transparency-limited legislative influence or partisan influence, just because legislators are part of the council does not give them more influence than the business and industry leaders serving on the council-stewardship-data-driven decisions
- Transparent work to build a solid workforce. Inclusive of all types and approaches of work style and need. Upfront as to the needs of industry. Patience to wait for research data to confirm a change. Courage to take on different approaches.
- Transparent, ethical, progressive, collaborative, responsive.
- Transparent, fair, fast, business focused.
- Transparent Cost effective - investments made a difference non-bureaucratic Timely, nimble collaborative Willing to challenge status quo yet diplomatic so we can be effective Current - relevant - working on issues that matter now, Using best known practices or making our own! Effective - made real impact Metric driven, not activities, but actual results.
- Transparent knowledgeable Innovative Inclusive
- We actively listen to stakeholders, We are transparent with our stakeholders, We utilize scarce resources wisely, We simplify whenever possible, We subordinate our individual agendas to the collaborative work of the Council, and We seek feedback from our stakeholders systematically to drive improvement in the talent pipeline we are advocating.

## Question Category: Strategy Brainstorming

5. 5. The Governor established a number of goals for the Council. The first one reads: Increases public awareness of and access to career education and training opportunities. Describe 1-3 high-level strategies that the Council should pursue to achieve this goal:

- 1- Place greater accountability on K-12 to ensure they 'career counsel funding' they receive is used to actively promote all career paths, with a focus on those in high demand. 2- Continue to expand outreach utilizing social media targeting parents and the underemployed 3- Develop tools to help all partners (industry, education, government) to speak in 'one-voice'.
- 1) Provide to policymakers, school counselors and news outlets evidence and research based data on the education level needed to enter high demand occupations.
- 1) Career education begins with employers. Engage employers and let them lead the discussion on what the public needs to know. The education system has a conflict of interest in providing career information. The council should lead this initiative from an employer perspective. 2) The council should promote apprenticeship opportunities for both employers and workers as a mutual investment in creating a pipeline of skilled workers.
- 1) Foster high school to workforce pipelines; incentivize schools / businesses to partner, increasing the line of sight to employment. 2) Increased use of media (social, television, online, print) to promote career education / training opportunities.
- 1) Tie into statewide business groups (local Chambers of Commerce, local "Economic Development Councils", etc.) to educate and update of the Workforce Development Council's objectives and progress. 2) Use social media platforms to simply and consistently present the Councils objectives and progress. 3) Leverage the Idaho Departments of Commerce and Education to deliver positive message of the WDC objectives and progress.
- 1. Consider the current state of awareness and access to CTE opportunities. 2. Identify resources available to address gaps. 3. Develop a plan to address current gaps and needs. 4. Create an action list with timelines and measurable goals/objectives.
- 1. Continue to and enhance high level interaction with other State agencies to minimize duplication in efforts and promote best use of Agency assets. 2. Bring awareness to all levels of State Government and Education that there are many career pathways available to Idaho residents. Encourage Education to be more responsive to market driven career pathways with the goal being life long learning with easy accessibility to all Idaho residents.
- 1. Adults. They are a difficult group to target. But we need to continue to support our adults, especially in an age when people are changing careers 3-5 times in their lifetime. It is not just a one and done degree world anymore. 2. Engage employers at all levels and encourage employer reimbursement education and training funds (not just internal "professional development" that is not transferable between jobs). And actually communicate it with staff.
- 1. Advertisements and links targeted and seniors in high school/parents on social media platforms that lead them to engaging videos about how to access career education and training opportunities. 2. Invite students and parents to special presentations that are engaging and hosted at local high schools throughout the state. Include food and childcare to encourage participation. 3. Create a sense of urgency for developing a workforce by touring districts across the state and recording facebook live discussions with the superintendents so that local patrons can hear directly from the governor and be able to ask questions from a live feed. If the governor does not have time, have a charismatic spokesperson from the Idaho Department of Labor do so. There is fascinating data out there that would move our patrons to take action, but it is not advertised nor is it readily understood. Have someone break it down in an engaging manner.
- 1. Better marketing. This is expensive but WDC will not accomplish broad public awareness without a comprehensive campaign. 2. Personalize marketing for each region. Better utilize social media. 3. Encourage WDC members to be ambassadors in their region to spread the word about WDC offerings.
- 1. Develop and publish information for a high level to reach the audience statewide and beyond. 2. Define and outline connections education and training with specific careers. 3. Partner with education to communicate these opportunities with students and parents.
- 1. Develop relationships with local media on weekly, bi-weekly, or monthly basis in which regional workforce programs could highlight in the paper, radio, or television what is going on and what trainings are being offered at their location.
- 1. Engage with middle and high school students to introduce career education early. 2. Encourage alternative and braided pathways to allow for a multitude of various approaches to career development and education
- 1. Leverage existing awareness campaigns and marketing collateral of Career Education and Workforce Training Opportunities at State Institutions of Higher Education- Don't invest \$ in duplicating these activities. Invest in those activities and state institutions of education. Marketing & Awareness campaigns do require some regional direction from partners in each region. 2. Connect & Collaborate with Regional Economic Development Agencies. Many of these agencies are tackling Talent Attraction and a joint effort could have a greater impact. - This could be more collaboration with Commerce Dept. & their initiatives around business attraction and development.
- 1. Understand the current state of career education and training in Idaho. 2. Understand available resources to utilize in reaching goal. 3. Create workgroup and charter with Council sponsorship. 4. Tie effort to good jobs (pay/benefits/etc). 5. Educate students/parent through school outreach (biggest bang by hitting students early for greatest efficiency). 6. Educate applicants to workforce development system programs (the other big bang). 7. Create universal tools for Workforce programs to reach this end (entity agnostic)
- 1. Use targeted media campaigns to raise awareness of the Council's coordinating role for workforce opportunities. 2. Encourage businesses and industries to contribute to Council campaigns and better promote their own opportunities. 3. Help education leaders and other partners see the benefits of telling Idahoans about opportunities in high-demand occupations that align with their interests and skill sets
- Assist local career education and training providers to make their local communities aware of opportunities.
- Brainstorm and develop creative and innovative "non-traditional" public awareness avenues. Solicit input from end-users on non-traditional access "points."
- Branding and advertising Coordination with similar efforts (i.e., SBOE, colleges and universities, businesses)
- Communicate, communicate, communicate Then communicate some more Leverage all possible platforms to communicate Public appearances Guest opinions Social media Traditional media where possible and appropriate Collaborate with others to help make the public aware of how important this is Help ensure everyone is spreading the same message and coordinate your message with other key stakeholders
- Communications package that includes a messaging system that uses platforms adults use.
- Continue to strengthen and partner with education stakeholders to achieve this goal.
- -Convene working group of state agencies to align messaging (assuming this already happens)-Communicate message to educational outlets (teachers, counselors)-Communicate to parents and other folks needing training

- Create a local media process to drive interest in the talent pipeline, local involvement, examples from around the state and nation. Create a local cultural change process that drives talent pipeline options starting from grade school thru junior high that engages high schoolers, parents, and young adults in the pipeline to attract, retain, and develop talent as our young citizens pursue their version of the American Dream. Engage local employers to put skin in the game with instructors, internships, externships, and jobs as well as funding to support local educators.
- create and fund programs awareness programs for students a parentsengage more CTE counselors in secondary schoolsconnect schools, students, parents and employers through field-based activities
- Define career education and select a few top ones. Define training opportunities and select a few top ones. Get employer, employee and educator "buy in" with resources. Market and communicate the programs across channels aggressively.
- Develop a digital media campaign to promote CTE opportunities w/n the state. Two target audiences: high school students and adults
- Develop, fund and implement a statewide marketing plan that includes all CTE from secondary, Workforce Training, to Post-secondary.
- Do outreach and outreach as I said above.....and more outreach that every person in this State can understand what you try to accomplish. All Council members should know each other better and make sure that they know what role each person plays in that WDC. Each core and partner agency on every level should sit together and understand each others programs to be able to refer.
- Evaluate current public awareness and develop steps to increase awareness through a variety of marketing efforts. Develop a detailed marketing campaign, that explains the programs available and share success stories.
- Find out what is already being done. Talk with schools and communities to find out their needs. Target specific stakeholders to deliver public awareness and access to career education and training opportunities.
- Focus on career education and training and how to best support the types of training industry needs and requires to stay relevant.
- How well aligned are Idaho's career opportunities with the state's education and training programs? In my opinion, not so much. 1. Define and develop a decent vision for the council - which usually comes first - followed by a mission. 2. Share these statements with the state's training providers. Let THEM tell the Council what they have in place to meet the vision and mission statements. 3. Identify the gaps. 4. Define the goals and strategy for filling the gaps, all based on the vision. 5. Fund the strategy. 6. Develop and outreach plan. Carry it out.
- I really am not sure how to best do this, but I guess we should engage public relations/ communication experts from places like political campaigns or the private sector -- people who HAVE to get a message across because their jobs depend on it - and follow their recommendations. Its awesome that we have a committee of appointees to work on this, but its just not the sort of thing, in my opinion, that we should leave to anyone less than an expert who's job depends on successfully accomplishing a change in the metrics of people using the services available to them.
- Implement a statewide marketing campaign to change attitudes so all post-secondary opportunities are equally valued by students and parents. The goal would be to change the definition of "Go-To-College" from a the traditional 4-year degree to include all of the opportunities such as 2-year degrees, technical degrees, industry certifications, and apprenticeships.
- Increase public awareness: Work with the Boise School District/Dennis Technical Center and West Ada School District/Renaissance to promote opportunities. Increase access: Advocate for Federal Student Aid to cover Workforce Development programs. Develop local funding opportunities for Pell eligible students to access Community College Workforce Development programs.
- Locally driven public-private partnerships throughout the state. Increased knowledge in high schools of career paths
- Marketing - get the word out about these opportunities. Go to secondary and post-secondary schools. Engage with educators and workforce development partners.
- Marketing campaign across the state regarding these opportunities - increased advertising. Define the role of the council members at a local/regional level.
- Marketing campaign wide enough to educate Idaho citizens from middle school through age 65 on council initiatives and results. On-line platforms that are easy to understand, access and utilize to engage in available programs/resources.
- More interactive tools for career pathways (LINE Commission nuclear career pathway as an example) Marketing campaign with strong social media focus Tools and training for state funded college and career advisors
- More stories about successful programs on the radio and TV More stories on the problems --- attract new ideas and innovations Highlight industry needs and what WDC is doing about them Highlight employees who used your funding, especially the simple stuff. The military used to have Beneficial Suggestion (BeneSugg) programs. They rewarded ideas that helped save money, identified better ways to build a widget, reduced waste, etc. By giving the innovators a percentage of the savings, they received a lot of good ideas. "I'll give you a million dollars if your idea saves me 5 million!"
- Need to create bandwidth. Message needs to be consistent across the state. Need to collaborate with DOL on outreach so the local labor specialists are helping to share the message and make connections. Further embedder the connection with the department of education. Is there opportunity to collaborate on the career counseling projects. DOL, Education, and Employers should be are 3 main targets to begin with from a communications perspective and how to channel the information to the general public.
- Promote comprehensive marketing strategies designed to target relevant audiences. Award and, where necessary, reappoint funding for training to meet employer needs, connect people to careers, and ensure the availability of a highly trained and competent workforce.
- Promote the existence of the council among all employers in Idaho registered with the SOS
- Provide real opportunities for all job seekers and students to connect with quality work-based experiences, this would need to buy in from employers and industry groups to mentor and provide internships and job shadow opportunities The public awareness campaign should include messages to parents, k-12 students, students pursuing their GED, and current college students about lead industries in Idaho and the job opportunities available in the State. Any campaign like this should involve champions (like the Mayors) and leadership from major companies.
- PSA campaigns describing services available in local areas Needs assessment planning meeting in local areas
- public education effort that moves beyond "go on" to highlight the rewarding work available without going to 4-year university
- public outreach partnering with other agencies marketing materials
- Review and revise the needs assessment of education and training resources; regularly ask, "what education and training is needed now; what is needed in three to five years?" Evaluate the effectiveness of education and training opportunities through a system-wide, stakeholder feedback process. Evaluate the existing public awareness campaigns; course correct where necessary.
- Showcase Solutions that Work Be the connection hub between employers, education, government and communities
- That is not easy. Perhaps organize more free networking opportunities for educators and businesses by region for these groups to interact and communicate. Someone would need to lead or facilitate in order to make progress.

- The council should consider funding early intervention for grades 7-12 for counseling programs specifically tailored to career development as part of the normal curriculum.
- Traditional ad campaign (regrettably, ala Albertson Foundation who was once working with Mike Rowe on just such a campaign, pre Roger Quarles) Demonstrably support ICTE and in particular ICTE programming More specifically, emphasize apprenticeship and replace mystery with mystique
- Working collaboratively with others.

6. The Governor established a number of goals for the Council. The second one reads: Improves the effectiveness, quality and coordination of programs and services designed to maintain a highly skilled workforce. Describe 1-3 high-level strategies that the Council should pursue to achieve this goal:

- 1. Consider the current state of programs and services to maintain a highly skilled workforce, particularly within state government.2. Identify areas of duplication and crossover.3. Develop a plan to leverage resources, minimize duplication and address current gaps and needs4. Create an action list, with a timeline and measurable goals/objectives to accomplish.
- 1- Continue developing metrics to identify programs which are leading to gainful employment and those which aren't.
- 1) Facilitate streamlined postsecondary education tracks/pathways. (Improved advising, shortened time in programs, consolidated coursework where possible, internships/externships included in coursework.)2) Assess postsecondary training user experience; where needed, improve customer service to remove barriers to success (examples--requirements for: postsecondary institution living situations, meal plans, health insurance / financial aid award strategies, career and academic advising.)
- 1) Gain a strong understanding of all the programs and services available for workforce development.2) Gain a strong understanding of the purpose and performance outcomes of the same programs.3) Look for opportunities for coordination and reducing the duplication of services.
- 1) Identify programs or services that are best in class or bottlenecks, and work with program administrators to replicate or remediate, respectively.
- 1) work to create more community / industry grants that affect more groups (individuals, employers, educators, communities)2) Work to identify largest workforce gaps in the state and develop training programs to fill them.3) Identify ways to help high school students transition more easily from secondary to post secondary school and/or technical colleges and/or directly into workforce.(in other words, what are we doing to better prepare our youngest workforce?)
- 1. Work with other State agencies to identify metrics that provide real data to identify those programs that are most effective in increasing the career skills of Idaho career seekers.
- 1. Be sure that key educators and employers are part of the process. 2. Customize offerings for different parts of the state. One size does not fit all in Idaho.
- 1. Encourage skilled professionals to become CTE teachers by paying them more or giving them bonuses if CTE teachers can recruit more students to take their classes.2. Provide funding for districts to flesh out their CTE programs. Many students do not buy into the traditional model of school, but often find purpose in their academics when tied to CTE classes.
- 1. Facilitate agreement among education decision makers.2. Develop a method to measure and define highly skilled workforce. - Measure should include more than simple quantification.
- 1. Freely share best practices and effective program material amongst committee members.
- 1. Include life skills in all forms of education. When we change from "traditional education" to CTE or Workforce Development programs, we risk not educating our students about basic life skills that are as essential as jobs kills- communication skills, financial management, critical thinking, writing, etc. They need these to be successful in life and in their careers. Reports come out of AI being about to take skill level jobs. We need to make sure we are also teaching people how to stand apart from AI, and have these other "soft skills". Plus, in an age where people are changing careers 3-5 times in a lifetime, their CTE specific skills may not transfer, but they need to have other employable and transferable skills. 2. Eliminate as much duplicitive services/programs as possible. It gets confusing to find resources if multiple versions exist, and only support programs that employers actually value.
- 1. Know the inventory of what is available by Region & State. Many times there is duplication and or time spent on discussions in which there is a lack of understanding of the services & programs available by region. Each year there is a discussion about "inventory" and the focus groups this year were no exception. The "linking or coordination" of these programs and services should be consider after a complete understanding of what exists. 2. Maintaining a highly skilled workforce requires buy-in, advice and investment by Idaho employers. Since this council is primarily representative of Industry members- a goal that specifies an outcome that is employer driven with partnership of education should be the focus.
- 1. Understand when people are co-enrolled at the time of co-enrollment (essential prerequisite to gaining this efficiency).2. Continue to talk to each other at a high level to explain and address program overlap.
- 1. use web-based access points/websites/etc to allow for a single point of contact for various services and programs2. reduce redundancies and overlap amongst similar programs through streamlining, restructuring and consolidation
- 1. Work closely with State Board of Education members and elected officials (Governor, Superintendent, Legislative leadership) to reach agreement on importance workforce training as part of 60% goal2. Develop coordinated top-down communication to ensure school leaders and counselors develop a mindset that includes work opportunities as a viable and worthwhile "Next Step"3. Establish defined dividing lines between participating Government entities (CTE, Labor, WDC, etc.) and respect each other's territory to eliminate turf wars and duplication of effort
- Again, assist local providers and efforts to make these improvements.
- Collaboration with DOL, Education, and Employers.1. Good job working with the board of education continue to develop and expand.2. Need to embed with DOL and be able to support thier initiatives and communication and vice versa.3. Need some type of forum to connect with employers, regional visits, regional conferences, regional associations with an opportunity to provide feedback. Perhaps Boise State's public policy team/survey could be a potential vehicle.
- Conduct an asset map of the programs and servicesFollow-up with any technical assistance or support to help programs improve their effectiveness, quality and coordination with other programsUse the Statewide WIOA Advisory Group and the Regional WIOA Advisory groups to coordinate any relevant coordination, whether it be policies or procedures
- Consolidate Idaho's three universities into a single, unified system and hire a provost. Do the same with the community college system.
- Continue to strengthen and partner with education stakeholders to achieve this goal.
- Coordinate with all agencies so as not to duplicate.
- Create mediums where employers/education are not recreating the wheel but are sharing what has already been created by others. Gather and react to feedback about places where roadblocks are impeding effectiveness, quality and coordination.

- Create opportunities for the recognition of exemplary work, i.e. the Idaho Technology Council Hall of Fame awards (How do people know what is exemplary "effectiveness, quality, and coordination" if it's never publicly recognized?) Create an environment of advocacy for boots on the ground activity. The real work NEVER happens within the Council, it is executed by others. Serious forays into public policy, including statute and State Board of Education Policy. Current funding models and regulations do not recognize the blurring lines between secondary and postsecondary education.
- Define effectiveness and quality. Work with schools, communities and businesses to coordinate pathways that could increase access for all Idaho citizens. We might think about different entry points for specific age groups.
- Devise a plan for obtaining information from industry on needed skills for the smaller industry employers. They are busy people and have meeting fatigue. TAC's in general are not a good source, individual meetings with them take so much time that they do not have.
- Education program input (specifically CTE at the community college level) Support business/industry and educational institution cooperation
- encourage training opportunities in rural areas for highly skilled workforce
- Establish an easy to use digital clearinghouse for all agencies, education institutions, economic development organizations, etc to submit information about their programs - maybe even their needs. Maybe it could be a requirement for all state agencies including education to update their data in it every 6 months. It should be easy to use - drop down lists, etc. Then the data could be searched and sorted by anyone. For the providers of programs and services to want to cooperate with us or help us, we need to figure out what we can offer them. So if they go to all the trouble of sharing their program descriptions with us, what do they get out of it? The analysis of all the programs will be vital, and the most critical step will be an evaluation or decision about what should continue, what should grow, what should be closed out. (start doing, stop doing, continue doing). We can't just gather data on programs, we need to make some business decisions with it about what to do next.
- Find best practices as it relates to this goal and promote and/or share those best practices.
- Identify realistic, achievable, time-bound benchmarks of a highly skilled workforce. Evaluate programs and services against a set of benchmarks of a highly skilled workforce. Identify gaps in education and training opportunities in existing programs and services in order to build or outsource such opportunities.
- Improve collaborative relationships with industry, businesses, education or training providers, state and local agencies etc. The WDC is committed to helping industry, businesses, etc; to assist in the transformation of their policies, structures, and educational programs. Assist in the development of a person-centered approach to ensure that employees have the relevant skills, abilities, and confidence to perform their work. Establish innovative partnerships with industry, education and employers to meet the growing demand for skilled and proficient labor.
- Increase number of cutting edge opportunities/programs (first in the nation) in key areas of industry where Idaho leads - agribusiness, information technology, cyber security, nuclear Provide hybrid solutions: hands on training combined with online tools
- Invest in effective facilitators to manage workforce development grant activities to ensure time and resources among community partners are maximized to reach a shared goal.
- Invest in training resources for the workforce development programs.
- Knock down silos by including all stakeholders in your work. Communicate with others and ask them to communicate with you Make sure key stakeholders are at the table before you consider major initiatives
- Leveraging partnerships and creating new natural partnerships that work to educate and improve skill sets of employees.
- Provide incentives for business to engage in programs and services that support the mission/vision.
- Provide state resources to hire and train local "intermediaries" to effectively facilitate the connection between secondary and post-secondary education providers and businesses to significantly expand work based learning opportunities such as apprenticeships, internships and co-ops. Redirect the state funding for career advising that is currently distributed to local school districts with no accountability for results into a statewide, systemic career awareness and counseling effort with performance metrics to assure all Idaho students and their parents have exposure to a greater understanding of career opportunities and the skills and training necessary to take advantage of those opportunities.
- Reward companies/employers/schools who are showing good results Reward innovation in those areas Highlight the heck out of that recognition
- rework processes partnering with other agencies always be willing to change process
- See #5
- Simplify this bureaucratic process to be more agile and responsive to the needs of our students, citizens, and employers. Rebrand the concept and general understanding of the process of having accomplished proven talent transferring their skills to others (Apprentices) Create a process that updates the credentials required to fit the needs of the talent pipeline to avoid credential creep and training of skills no longer needed by employers.
- Solicit input to rate current effectiveness, quality, and coordination and ideas for improving those.
- Survey businesses, educators and customers to assess current levels of effectiveness, quality, and coordination. Biennially resurvey to respondents to measure improvements to or departures from the baseline.
- The Council is too big to be very efficient. I don't know that the Council can be a true coordinator because, again, it is so big and importantly it will always be secondary to a state agency vision, purpose AND funding directive from either the legislature, federal funding directives or Gubernatorial directives.
- -the systems are fragmented the work of the council of STEM action center, state board, TVEP a lot of stakeholders working on same issues, the state and resources are too small for fragmentation, pull the varied constituents for the common good.
- Work with agencies and schools to be more responsive to employer needs and break down bureaucratic hurdles.

7. The Governor established a number of goals for the Council. The third one reads: Helps provide for the most efficient use of federal, state, and local workforce development resources. Describe 1-3 high-level strategies that the Council should pursue to achieve this goal:

- 1. Create a matrix identifying all resources available for workforce development. Categorize by source and Agency responsibility to provide a high level view of the resources. Collaborate with State Agencies to identify areas of overlap and areas that are underutilized.
- 1- Continue developing metrics to identify programs which are leading to gainful employment and those which aren't.
- 1) work to create more community / industry grants that affect more groups (individuals, employers, educators, communities)2) leverage other dollars meant to deliver same objectives - there is a lot of money to support high schools, technical schools, etc. we can partner/leverage with them to deliver bigger, better results - there are a lot of community and county "economic development councils"; we could be partnering with them to help achieve their highest returns
- 1. List the current federal and state-funded workforce development resources.2. Identify areas of duplication and crossover.3. Develop a plan to leverage resources, minimize duplication and address current gaps and needs.4. Find ways to move resources around to address gaps and needs.5. Seek new funding for gaps and needs not currently being met.
- 1. Develop a methodology that allows the council to prioritize funding based on need2. Stick to agreed upon principles and methodologies to avoid arguments regarding the importance of each industry3. Pursue available federal grants and local partnership that can pool resources to promote awareness and opportunity
- 1. Establish clear policies on the use of Employer grants.2. Continue to promote and encourage the use of sector grants. Goes to number 3 above. The council needs a method to understand employer needs, a way to bring similar industry together, and a way to coordinate the training efforts to make sector grants easier to bring the parties to the table, get the matching funds, and develop the training required to be successful.
- 1. Find funding to purchase materials and supplies that will improve the quality of trainings.2. Find funding to allow instructors dedicated to providing workforce trainings the ability to renew their certifications (ie:OSHA Trainer cards)
- 1. reduce redundancies and overlap amongst similar programs through streamlining, restructuring and consolidation
- 1. Understand when people are co-enrolled at the time of co-enrollment (essential prerequisite to gaining this efficiency).
- Award and, where necessary, reappoint funding for training to meet employer needs, connect people to careers, and ensure the availability of a highly trained and competent workforce.
- Bring together parties to develop and work for simple and straightforward goals.
- Can we please stop subsidizing SOME businesses that don't want to pay for their own training programs? Get rid of the Idaho Workforce Development Training Fund. Idaho's programs should benefit the many; and not just the few.
- Collaboration and alignment of education and economic development investments and systems
- Combine/Coordinate all of the existing agency resources to ensure we have a single, coordinated and state-of-the-art web tool for career exploration that can utilize social media and effectively connect with students, their parents, and adult job seekers.
- -Communicate clearly the budget and goals for the council with each partnering agency
- Compare practices of peer states; learn and adapt their models.
- Continue to work on the grant specifications and regulations and refine them as neededRecognize that the most valuable workforce development resource is a human with varying degrees of skillsApply analytics to aid in decision making
- -continue with high dollar funding for equipment and education
- Convene "usual and unconventional suspects" in order to brainstorm how resources are currently accessed and used and ideas for improving the efficiency.
- Coordinate with all agencies so as not to duplicate.
- coordinate with existing programs to prevent overlapping of servicesassessment of what is available in local areas and how workforce development would fill the gaps.
- Create a process that ensures this goal contributes to the effective use of available resources but avoids becoming the only driver for workforce development.
- develop clear metricsdevelop clear SMART goals
- Develop metrics to measure efficacy of programs against expenditures.
- Establish measureable objectives and targets for the council and hold them accountable.
- Establish philosophy of sustainability vis-a-vis grants and project awards, and based on that philosophy, assist entities to develop programs.
- figure out how to get permission to deviate from directives attached to federal, state and local money so the Council can use it based upon employer expressed needs.
- First step would be to organize a listing of the resources that area available, based on this information a plan could be developed. It may be to provide the information to all the stakeholders.
- Focus on alignment of existing resources
- help industry groups and non-profits research and write grant proposals. could have a grant writer on staff to "ghost write" for Idaho companies and groups.
- I feel the WDC is very efficient in the use of resources. Perhaps better utilize data about training outcomes but also don't be too burdensome on the employer. A balancing act.
- Invest in effective facilitators to manage workforce development grant activities to ensure time and resources among community partners are maximized to reach a shared goal.
- Look at yourself --- Are you doing that? Are the funds going out in a timely manner or are recipients waiting over a week? Two months? Look at the recipients --- did they use the funds and get the results they wanted?Are innovators being incentivized/rewarded?

- Millions of dollars and resources have been allocated directly to employers for the purpose of training workforce. This greatly and positively impacts the support to creating and maintaining a highly skilled workforce. However, some controls should be put in place that these dollars be invested into resources that support the Idaho education system- whether it be K-12, Community College, Workforce Training Centers, or University. This would provide opportunities for these entities to expand their services with additional partnerships where they do not currently exist. Allowing employers to hire outside training companies and/or vendors does not support the scale up and responsiveness of Idaho education. Of course, this is heavily dependent on the ability and willingness of education partners to be responsive and flexible in programming (which is often a barrier that education leaders can influence change).
- Provide resources to proven and effective initiativesIt's okay to experiment with efforts that hold the promise of success. But if they don't bear fruit, change course quicklyEnsure that your initiatives can be scaled up across the state - it is okay to pilot, but pilot those things that can be expanded once proven to be effective
- Seek information from the front line folks who are actually performing the work how to utilize resources most effectively.
- Should be a natural outcome of the work performed in the second goal. Coordination and eliminating duplication of services will provide for an efficient use of resources.
- The council is already moving that direction by providing flexibility and clarity in relation to ISG grant funds.
- This one is really a matter of identifying your top priorities and then using the resources in a way that enables you to get the "most bang for the buck." Suggestions: 1) Identify action items.2) Estimate their cost and impact.3) Prioritize the activities in order of most impactful to least impactful and pursue them in that order.
- Utilize co-enrollment and define the different WIOA partner roles to maximize resources and ensure that there isn't a duplication of efforts. Document and showcase areas of successful partnerships and co-enrolment.
- We establish some strategic metrics - targets that we want to achieve every year, and review them monthly with the executive committee and quarterly with the council. We don't have any goals right now, so how can we decide if we're being efficient? what are measurable outcomes we can create with these resources??
- When money is used efficiently; it needs to be closest to the humans we want to support.
- Working through various channels push policy makers to give the Council authority to drive change.



**8. Please use this space to offer any additional thoughts you might have that could influence the discussion...**

- 3) Improve access to open job opportunities for people seeking employment. As someone currently searching for my next opportunity, I'm looking for job openings on more than seven different websites. If the state's job search engine were able to cull all available jobs and house them in one spot, it would make job searching far more efficient and less frustrating for the user and might produce better candidates for the employer. 3) Encourage Idaho industries to look beyond their own sector to see Idaho's economy as a whole and the way in which whole economy improvement will benefit them. Idaho has historically had an "every man for himself" attitude, which continues to play out in our economy. By educating employers about how an improved economy benefits everyone, those businesses may be more willing to participate in the development of a full talent pipeline.
- Consider solutions to building a stronger workforce, such as supporting Pre-K programs so that more children are kindergarten ready.
- Disseminating information. The work will happen in a silo if there are not multiple forms of disseminating information to those who are unable to attend meetings, or the general public. There needs to be a strategy of what happens after every meeting, conference, event. How does it get communicated so everyone benefits from the time and effort that those individuals put in?
- Don't have any other additional thoughts.
- fairly new to the council, so interested to go through this process.
- Goals for individual Council staff should also be discussed. To have an effective organization- it needs to be explicit that the role of the Council staff is to oversee Council business & related projects. The role is not be a decision maker or implementer in the education/training sector. It is not the role of Council staff to develop individual business relationships and determine training solutions for employers and workforce needs without an education partner(s) at the table. Their assistance as advisory is critical-but, elimination of education partners when providing outreach is a critical flaw in the organizational structure.
- Good cause, good luck.
- How can we support our workforce from birth to adulthood? Can we share a set of competencies with K-12, CTE, workforce and higher education to help guide all Idahoans toward success? We must define "what is success"?
- I believe we need to tap into the veteran talent pipeline since we have 230,000+ servicemembers separating from their respective branches all over the world each year. Since Idaho is one of the fastest growing states and Boise was recently selected as the #1 place to live (10,000 - 1,000,000-person cities) in the US, we have the commerce edge and now we need to attract the talent.  
<https://idahobusinessreview.com/2019/03/06/3-idaho-cities-among-top-100-places-to-live/>
- I think the Council is headed in the correct direction and have appreciated all the changes it has made in the last two years.
- I would like to see a "non-traditional", innovative and creative approach to achieving our vision and mission.
- It is critically important that we are strategic in all actions that we as a Council are involved in. The Workplace is changing rapidly and with it, the workforce must also evolve to address the needs of our employers. Education must become more agile and promote policies of life long learning and easy access so that Idahoans can build the skillsets they need for their career pathways and yet have the ability to continue their pursuit of other concepts or skills as they find time in their lives.
- It is so important the work of the WDC be employer and citizen driven and avoids the temptation to be driven by the those who are paid to create on-size-fits-all solutions. We only have a few scarce resources and must use them wisely.
- Off to a nice start... good job!
- Probably the weakest part of WDC is lack of marketing. Companies and employers are not aware of the offerings available or look at it as too burdensome and not worth the time. Analyze how we can fix this.
- Thank you for sending this survey out and allowing programs and others to comment and make suggestions. This was a great idea.
- The Council has gotten off to a great start. keep up the good work
- The WDC might consider honestly discussing the barriers to success beyond the fact of finite resources. What are the personal, systemic, historic, relational, cultural barriers impacting progress and success? Identify these barriers and devise solutions. Brutal and kind honesty. Review successes and failures to-date. What can be learned from both? Reflect on the composition and commitment of each council member. What revisions are needed? The administrative team of the WDC is provided with a set of resources: personnel, financial, power, influence, physical, material, social, etc. Review those resources and update as necessary to be best positioned for success. Generally, increase and improve the nature and quantity of feedback loops with end users: employers and especially employees.
- The Workforce development council has a very large charter and plenty of work to do. Focusing on a few items well before moving on would be a good strategy.
- The Workforce Development Council should start inviting job seekers to serve as speakers in order to share success stories where they have benefited from the funding decisions or strategies decided at the WDC meetings. The WDC can also include job seekers on the committees that make decisions.
- This is an exciting organization to be part of, and let's push ourselves to be results driven, innovative (break away from state agency thinking patterns) and courageous.
- We're moving into a future of automation and artificial intelligence. Conversations should have this in mind when working to build up our workforce.
- Work more closely with transportation stakeholders to more effectively establish a modern, 21st century transportation network and alleviate fundamental transportation challenges in Idaho.
- Would be helpful to provide previous strategic planning information to participants.
- You are doing important work. Be quick, reward and recognize a lot, keep moving through the industries. Show action, not deliberation. Where you see long-term need and have quick-hitting solutions, think pipeline. Stuff changes so quickly so keep pipelines to short timelines...you can always extend as needed. Thanks!