



Henry McMaster
Governor

SOUTH CAROLINA
DEPARTMENT OF COMMERCE

Robert M. Hitt III
Secretary

July 10, 2017

Dear Governor McMaster,

In accordance with Act 252, Section 13-1-2030 (B)(1)(f), please find the inaugural Coordinating Council for Workforce Development (CCWD) Report for July 1, 2016 through June 30, 2017.

Highlights from this year include the establishment and identification of CCWD representatives and Advisory Group and Committee members that will work together for an improved coordination of workforce development efforts. The CCWD also approved By-Laws and Operating Procedures, to ensure continuity and consistency through transitions in state agencies and executive leadership that will govern the operations of the CCWD.

South Carolina's success in economic development continues to move the state toward full employment, creating the immediate need for a "pull" system affecting existing education and workforce development programs.

In the next fiscal year, CCWD representatives will have the opportunity to make informed, decisive recommendations based on research, analysis and feedback from business, education, workforce and economic development entities and we look forward to making those available to the Governor and the General Assembly.

As we move forward with our continued economic development success, the importance of aligning education, training and other workforce public policy and procedures is essential in meeting the needs of our industry.

Thank you and please do not hesitate to contact me if I can be of further assistance.

Sincerely,

Robert M. Hitt III
Chair, Coordinating Council for Workforce Development

RMH/vw
Enclosure

CC: General Assembly

South Carolina Coordinating Council for Workforce Development

2017 Annual Report



South Carolina Department of Commerce

TABLE OF CONTENTS

Overview.....	3
Council Responsibilities and Membership.....	3
Council Members	3
Strategic Partners Group	4
Business Advisory Group (Manufacturing, IT, Healthcare)	4
Coordinating Council Staff.....	5
2016-2017 Activities	6
Committees	6
Data Sharing Committee	6
Data Governance Sub-Committee.....	7
Workforce Development Programs Mapping.....	8
Workforce Survey.....	9
Next Steps.....	10
Appendix.....	11
CCWD ByLaws	12
Data Governance and Sub-Committee Findings.....	16
Workforce Survey.....	18
Workforce Development Programs Mapping Tool.....	20
SC State Data Sharing Initiative Goals and Tasks (CREC).....	22

COORDINATING COUNCIL FOR WORKFORCE DEVELOPMENT

OVERVIEW

The South Carolina Coordinating Council for Workforce Development (CCWD) was formed in response to a general need for improved coordination of efforts in the area of workforce development by those state agencies involved in the education and training of the South Carolina workforce. The CCWD was established by the General Assembly in Act 252 of 2016 to “engage in discussions, collaboration, and information sharing concerning the state’s ability to prepare and train workers to meet current and future workforce needs.”

The CCWD is chaired by the Secretary of Commerce with nine additional members drawn from state agencies or entities involved in education and training, including a representative of the business community appointed by the South Carolina Chamber of Commerce. Employees of the South Carolina Department of Commerce primarily staff the CCWD, with assistance from the Commission on Higher Education and the State Board for Technical and Comprehensive Education.

COUNCIL RESPONSIBILITIES AND MEMBERSHIP

The CCWD is charged with:

- Developing and implementing procedures for sharing information and coordinating efforts among stakeholders to prepare the state’s current and emerging workforce;
- Making recommendations to the General Assembly concerning matters related to workforce development that exceed the CCWD member agencies’ scope of authority to implement and legislation is required;
- Recommending programs intended to increase student access to and incentivize workforce training within state training programs offered by businesses through scholarships, grants, loans, tax credits or other programs documented to be effective in addressing current and future workforce needs;
- Developing a method for identifying and addressing long-term workforce needs;
- Conducting an ongoing inventory of existing workforce programs to identify duplications among and within the programs and identify ineffective programs.

COUNCIL MEMBERS

Bobby Hitt, Secretary of Commerce, Chairman, CCWD

Dr. Richard Cosentino, President, Lander University

Jeffrey M. Schilz, Interim Executive Director, South Carolina Commission on Higher Education

Dr. Tim Hardee, President, State Board for Technical and Comprehensive Education

Dr. Harris Pastides, President, University of South Carolina

Vacant, Director, Career and Technology Education, SC Department of Education

Molly Spearman, Superintendent, State Department of Education

Cheryl Stanton, Executive Director, South Carolina Department of Employment and Workforce

Mike Williams, Facility Personnel Manager, Michelin North America

Dr. Walt Tobin, President, Orangeburg-Calhoun Technical College

COORDINATING COUNCIL FOR WORKFORCE DEVELOPMENT

As the CCWD is comprised of nine public sector representatives, and one business representative, it was determined by the Chair that advisory groups needed to be established. This would allow for board chairs, other stakeholders and the business community to provide comments, guidance and concurrence with recommendations made to and from the CCWD. Therefore, two advisory groups were established:

Strategic Partners and **Business Advisory Group**.

STRATEGIC PARTNERS GROUP

The Strategic Partners Group includes representatives from state agencies and organizations committed to a diverse and successfully trained workforce. The Strategic Partners Group is tasked with vetting and providing guidance relating to CCWD recommendations, implementation of new programs/initiatives, and/or changes to existing programs/initiatives.

Melanie Barton, Executive Director, SC Education Oversight Committee
Mike Brennan, Chairman, State Department of Education Board
Tim M. Hofferth, Chairman, SC Commission of Higher Education Board
Mikee Johnson, Chairman, State Workforce Development Board
Ralph (Nick) Odom, Jr., Chairman, State Board for Technical and Comprehensive Education
Hartley Powell, Chairman, ACT Certified WorkReady Communities National Board
Frank Rainwater, Executive Director SC Revenue & Fiscal Affairs Office
Susie Shannon, President and CEO, SC Council on Competitiveness
Zelda Waymer, Executive Director, SC Afterschool Alliance
Julia-Ellen Davis, Interim Director, SC First Steps

BUSINESS ADVISORY GROUP (MANUFACTURING, IT, HEALTHCARE)

The Business Advisory Group includes representatives from small, medium and large businesses and associations from across the state in the manufacturing, healthcare, and technology sectors, as chosen by the Secretary of Commerce. The Business Advisory Group is tasked with vetting and providing guidance relating to CCWD recommendations, implementation of new programs/initiatives, and/or changes to existing programs/initiatives.

Mike Williams, Chairman, Business Advisory Group
Jeff Bushardt, Senior Vice President of Human Resources, Comporium
Werner Eikenbusch, Manager, Associate Development and Training, BMW
Lewis Gossett, President and CEO, South Carolina Manufacturers Association
Randy Hatcher, President, MAU Workforce Solutions
Roger Heitzeg, Senior Vice President Technical Plant Manager, Bosch
Joerg Klisch, Vice President of Operations, MTU America
Tammy Mainwaring, Chief Operating Officer, IT-oLogy
Courtney Newman, Human Resource Manager, Mercom Corporation
Ted Pitts, President and CEO, South Carolina Chamber of Commerce
Ben Rex, Chief Executive Officer, Cyberwoven
Elayne Sheridan, Director, Leadership Development, Blackbaud

COORDINATING COUNCIL FOR WORKFORCE DEVELOPMENT

Carl Smith, Senior Director, Customer Service, Monster

Laura Hewitt, Vice President, Education and Member Services, S.C. Hospital Association

Anita Zucker, CEO and Chairman, The InterTech Group

**Additional Business Advisory Group Members may be identified.*

COORDINATING COUNCIL STAFF AND ASSISTANCE

Elisabeth Kovacs, Deputy Director-Workforce Development, S.C. Department of Commerce

Erica Von Nessen, Economist, SC Commission on Higher Education

Research Division, S.C. Department of Commerce

COORDINATING COUNCIL FOR WORKFORCE DEVELOPMENT

2016-2017 ACTIVITIES

The CCWD convened two times: October 4, 2016 and February 2, 2017. During the initial CCWD meeting, agencies provided updates related to their workforce efforts and additional meetings were scheduled.

The February meeting included a review and vote on the newly-created CCWD by-laws and presentations on workforce and economic development and data sharing.

It is anticipated the next CCWD will meeting will be held in the fall of 2017 in order to review and/or approve recommendations from committee staff. The Strategic Partners and Business Advisory Groups will also review recommendations prior to the full Council meeting.

COMMITTEES

In order to comply with Section 13-1-2030 (B)(1)(a) and (B)(1)(c) of the CCWD, two committees were created to begin to identify, research and develop information and data to be provided to the CCWD: a **Data Sharing** and a **Workforce Development Programs Mapping**.

The committees includes staff from representatives of the CCWD and other related agencies and is tasked with researching, identifying programs, tasks and any proposed recommendations for the CCWD to review and approve.

DATA SHARING COMMITTEE

In the summer of 2016, the S.C. Department of Commerce engaged with the Center for Regional Economic Competitiveness¹ (CREC) to collaborate on their “Data Sharing for State Policy Making and Program Evaluation Initiative,” a two-year effort to help states use administrative data to analyze public investments in economic and workforce development. South Carolina is one of five states in the country that was chosen to participate in this initiative. During the 15 months of collaboration, state teams began work to design and implement action plans to improve the data sharing environment in their own states and to establish best practices for the nation’s benefit (see appendix). CREC experts will also develop tools to help data producers and users compare how different states address corporate tax and user interface confidentiality in law and other resources, including model language for data sharing agreements to support program evaluation and policy analysis. Through this effort, a draft plan was established and it was determined that South Carolina already has a state data warehouse established by law (Act No. 284, 2016 S.C. Acts, Proviso 102.4) This initiative was used as the foundation for the S.C. State Data Sharing committee.

¹ CREC’s State Data Sharing Initiative will gather “information about state laws and regulations that govern business revenue and UI data disclosure to determine best practices for maintaining the safety of data as well as best practices for expanding access to confidential data for qualified researchers and policy makers.” (www.creconline.org/project/state-data-sharing/)

COORDINATING COUNCIL FOR WORKFORCE DEVELOPMENT

The SC Stat Data Sharing Committee met three times: November 16, 2016; February 2, 2017; and May 2, 2017. The November 2016 meeting provided an overview of the CREC initiative to state agency representatives. The South Carolina Revenue and Fiscal Affairs Office presented a demonstration of how the state data warehouse works. Agency representatives also discussed issues related to resources, context of data, security concerns, and restrictions due to confidentiality laws.

The February 2017 meeting discussions centered around data sharing concerns and opportunities the state has to create and expand longitudinal data systems. As part of this discussion, a Data Governance Subcommittee (Subcommittee) was established to explore other state best practices for data governance and to bring forward recommendations for possible legislation to establish a data governance structure to address the workforce needs of South Carolina.

Additional agencies were in attendance that represented education-related entities.

At the May 2, 2017 meeting, the Data Sharing Committee discussed drafts of potential legislation to address data sharing among the CCWD partners from the Subcommittee. Additional work and edits are needed to finalize the proposed recommendations and potential draft legislation.

During the May 2, 2017 meeting, the Data Sharing Committee also approved recommending to the full CCWD that statutory changes be made to collect occupation and hours worked information from businesses. This information is vital to many education, workforce and economic development partners in being able to track outcomes of various education and training programs. South Carolina will benefit from accurate counts and projections of occupations in the state in large and small companies and will be able to better identify and deliver training and education to address actual workforce needs. This data can also be used to measure the effectiveness of state and federal programs in increasing educational attainment, employment and wages and employer productivity. Supplementary information is being developed on the potential benefits of the additional data from employers.

The Data Sharing Committee also discussed two different potential drafts of legislation regarding data sharing among the agencies that the Subcommittee developed.

DATA GOVERNANCE SUB-COMMITTEE

All members of the SC State Data Sharing Committee were invited to participate in the Subcommittee. The Subcommittee met eight times both in-person and via conference call beginning in February 2017, and these meetings will continue through the summer. The Subcommittee began with an analysis of other states' longitudinal data system governance structures and enabling legislation. A conference call was held with one state currently in the process of establishing its state data system. Using the best practices found in other states, the Subcommittee drafted a legislative proposal and has been circulating it among the partner agencies for additional refinement.

COORDINATING COUNCIL FOR WORKFORCE DEVELOPMENT

One of the primary principles of the data governance draft legislative proposal is the concept that all agencies contributing data to the system maintain ownership of their respective data. The use of the data would be governed by a committee of data owners (the CCWD) with each agency retaining the rights to approve or reject requests to use their data. The purpose of this process is to ensure compliance with applicable federal and state laws governing the use of each agency's data, as well as to ensure that the intended use of the data matches the request and that the interpretation of the data is accurate. The proposal also contemplates that each agency whose data is used to fulfil a data request would be allowed a minimum number of days to review work prior to any publication.

In order to ensure the security and confidentiality of sensitive data, additional oversight in the form of individual agency audits and/or an independent third party audit may be necessary, including by federal agencies. Additional staff may be necessary for the agencies participating in the data sharing to ensure data is being used accurately and securely.

The Subcommittee presented two recommendations to the full SC State Data Sharing Committee at their May 2, 2017 meeting. Recommendations: (1) To establish a new entity to collect and provide analysis and reporting for data; (2) To utilize the Revenue and Fiscal Affairs and its structure as a repository and establish a workforce and education governance committee. The Subcommittee invited the other members of the Committee to provide feedback and attend the next Subcommittee meeting on May 15, 2017.

During the May 15, 2017 meeting, the Subcommittee discussed conversations from the May 2, 2017 Data Sharing Committee meeting. The full Committee concurred and voted to implement recommendation two – utilizing the Revenue and Fiscal Affairs offices and its structure as a repository and establish a workforce and education governance committee.

The Subcommittee met on June 4, 2017 to further discuss edits to the draft legislation, next steps and to begin outlining the efforts of the CCWD, Committee and Subcommittee for the progress report due on July 1, 2017.

A final draft of the proposed recommendation and draft legislation will be presented to the Strategic Partners and Business Advisory Groups and to the full CCWD at their meeting in the fall of 2017 for review and approval.

WORKFORCE DEVELOPMENT PROGRAMS MAPPING

A workforce program and funding inventory was initially completed in 2005 by a grant provided by the S.C. Chamber of Commerce. This included all state and federal workforce funding streams flowing through a number of state agencies and programs. The CCWD voted in February 2017 to use the original mapping tool as a template in order to capture current workforce funding in South Carolina.

This information is currently being collected and a draft outline of the data being collected is included as part of the Appendix. Upon completion of the data collection, the information will be submitted to the CCWD for review, and the updated mapping tool will be discussed during the fall 2017 meeting of the committee members.

COORDINATING COUNCIL FOR WORKFORCE DEVELOPMENT

WORKFORCE SURVEY

In order to enhance projected labor supply and demand data, real time data and recruitment data also needs to be captured. Therefore, a workforce survey was created in coordination with a professional consultant and reviewed and approved by the chair of the Business Advisory Group. Two industry specific surveys were created for manufacturing and information technology (7,539 manufacturing and 489 IT) companies based on Standard Occupational Codes (SOC) for the industry. The S.C. Department of Commerce is partnering with IT-ology on the Technology survey. The first mailing was sent in April, and a total of 881 surveys (12% response rate) were received under the manufacturing SOC, and 263 surveys (54% response rate) under the information technology SOC. Another 92 surveys (1%) were returned that were family-owned or no longer in business. A second mailing was sent in early June. The information received from the second mailing is currently being entered into the S.C. Department of Commerce database.

COORDINATING COUNCIL FOR WORKFORCE DEVELOPMENT

NEXT STEPS

The CCWD will be reconvened in the fall of 2017 to review and approve committee information, data and proposed recommendations.

Additionally, at the request of the chairman of South Carolina Education and Oversight Committee, the Business Advisory Committee will be convened to review current industry certifications, as a result of the passage of Act 94, and make any recommended changes, additions or deletions prior to being submitted to the CCWD.

APPENDIX

BY-LAWS AND OPERATING PROCEDURES

Coordinating Council for Workforce Development

The creation of the Coordinating Council for Workforce Development (“CCWD”) to meet current and future workforce needs and the establishment of the CCWD’s membership, duties, and objectives are set forth in Section 13-1-2030 of the Code of Laws of South Carolina 1976, as may be amended from time to time. These by-laws and operating procedures (“By-Laws”) are established to ensure continuity and consistency through transitions in state agencies and executive leadership and will govern the operations of the CCWD, which shall be primarily supported from a staffing perspective by the South Carolina Department of Commerce.

Section I: Duties and Objectives

The CCWD shall:

- (a) develop and implement procedures for sharing information and coordinating efforts among stakeholders to prepare the state’s current and emerging workforce to meet the needs of the state’s economy. The primary workforce focus of the council shall be on persons over age twenty-one;
- (b) make recommendations to the General Assembly concerning matters related to workforce development that exceed the council members’ agencies’ scope of authority to implement and legislation is required;
- (c) recommend, to the General Assembly, programs intended to increase student access to and incentivize workforce training within state training programs or through programs offered by businesses through scholarships, grants, loans, tax credits, or other programs documented to be effective in addressing current and future workforce needs;
- (d) develop a method for identifying and addressing long-term workforce needs;
- (e) conduct an ongoing inventory of existing workforce programs to identify duplications among and within the programs and identify ineffective programs. The council may make recommendations concerning the appropriate actions necessary to eliminate duplication, improvements to ineffective programs so that the programs can achieve the desired result, or the elimination of programs that no longer meet workforce needs; and
- (f) submit an annual progress report to the Governor and the General Assembly, by July first of each fiscal year, concerning the actions taken by the council during the previous fiscal year, and any recommendations for legislation or agency action. The council may submit additional reports on an ongoing basis as deemed necessary by the council chairman.

Section II: Members

The CCWD shall be comprised of the following 10 members:

- (1) the Secretary of the Department of Commerce who shall serve as Chair;
- (2) the State Superintendent of Education;
- (3) the Executive Director of the State Board for Technical and Comprehensive Education;
- (4) the Executive Director of the Department of Employment and Workforce;
- (5) the Executive Director of the Commission on Higher Education;
- (6) the president or provost of a research university who shall be selected by the presidents of the research universities;

- (7) the president or provost of a four-year college or university who shall be selected by the presidents of the four-year universities;

- (8) the president of a technical college who shall be appointed by the Chairman of the State Board for Technical and Comprehensive Education;

- (9) a person appointed by the Superintendent of Education who has particularized expertise regarding Chapter 59, Title 59, the South Carolina Education and Economic Development Act; and

- (10) a representative from the business community appointed by the President of the South Carolina Chamber of Commerce.

Section III: Membership Terms and Staffing

Agency heads will serve for the duration of their respective state appointments or elected term, as applicable. Other appointed members will serve two (2) year terms to allow for rotation of representation among the research universities, four-year colleges and universities, the technical colleges, and other education, economic development and business interests.

The Commission on Higher Education, the Department of Commerce, and the State Board for Technical and Comprehensive Education shall provide staff for the CCWD.

Section IV: Meetings

- A. **In General.** The CCWD will meet at such intervals as are necessary to carry out its duties, with a minimum of two meetings per year, which shall be scheduled at the beginning of each calendar year and published on the Department of Commerce website. Additional meetings shall be called by the Chair as needed. All meetings will be conducted in accordance with parliamentary procedure as set forth in Roberts Rules of Order.
- B. **Notice.** Notice of all meetings shall comply with the South Carolina Freedom of Information Act, S.C. Code Section 30-4-80 and shall include: the time, date, and place of the meeting. The notice shall also include the name and contact information for an official who may be contacted for additional information concerning any noticed meeting.
- C. **Agenda.** Any agenda for each meeting shall be posted at least 24 hours prior to such meeting in compliance with S.C. Code Section 30-4-80. CCWD staff will distribute the

agenda to the CCWD members before each meeting and will make available copies of the agenda to members of the public in attendance. Proposed items for the agenda may be submitted to the Chair by any CCWD member or member of the public. The final agenda shall be at the discretion of the Chair.

- D. **Quorum.** A quorum will consist of a simple majority of members (including the Chair) serving on the Council.
- E. **Voting.** A Member must be in attendance at a CCWD meeting to cast a vote. When a decision or recommendation of the CCWD is required, the Chair will request a motion for a vote. Any member (including the Chair) may make a motion for a vote. No second after a proper motion will be required to bring any issue or recommendation to a vote. A motion may be approved by a majority of the members in attendance, provided that a quorum exists.
- F. **Open Meetings.** Meetings of the CCWD will be open unless closed pursuant to S.C. Code Section 30-4-70. Materials brought before, or presented to, the CCWD during an open meeting will be made available to the meeting attendee, subject to applicable exemptions, if any, under S.C. Code Section 30-4-40(a). Members of the public may submit written statements to the CCWD at any time.
- G. **Minutes.** CCWD staff will prepare draft minutes of each meeting of the CCWD, which shall be available within a reasonable time after each meeting, subject to approval by the CCWD. Approved minutes of open meetings will be made available to the public on the Department of Commerce website. The minutes will include a list of the persons who participated in the meeting, and a description of the matters discussed and the resolution, if any, made by the CCWD regarding such matters; and copies of all reports or other documents received, issued or approved by the CCWD at the meeting.

Section V: Subcommittees and Advisory Groups

The CCWD has the authority to create subcommittees or advisory groups of community or state or local government stakeholders to assist the CCWD in carrying out its duties. The members of each subcommittee or advisory group, as applicable, may include CCWD members, CCWD staff members, other appropriate subject matter experts, including cabinet agency staff as deemed necessary and appropriate by the Chair in consultation with the CCWD.

A. Subcommittees:

The following subcommittees shall be created to provide information and recommendations for review and approval by CCWD:

1. **Data Sharing Committee.** Committee members will research, review, analyze and recommend to CCWD members on how to develop and implement procedures for sharing information and coordinating efforts among stakeholders.
2. **Workforce System Committee.** Committee members will research, review, analyze and recommend to CCWD members on the cataloging of existing workforce development programs.

B. Advisory Groups:

The CCWD has the authority to create such advisory groups as necessary for the CCWD to conduct its work.

The following advisory groups shall be created and established as standing advisory groups in support of CCWD:

3. **Strategic Partner Advisory Group.** Group members include Board Chairs of the State Department of Education, State Board for Technical and Comprehensive Education, State Workforce Development Board, Commission on Higher Education, the Executive Director of the Education Oversight Committee, the Executive Director of the S. C. Council on Competitiveness and any other subject matters deemed necessary. This advisory group has been established for informational purposes and to vet and provide guidance relating to CCWD recommendations, implementation of new programs/initiatives, and/or changes to existing programs/initiatives.
4. **Business Advisory Group.** Group members include small, medium and large business and membership association representatives from across the state in the manufacturing, healthcare and technology sectors (attached member list), as chosen by the Secretary of Commerce. This group has been established to vet and provide guidance relating to CCWD recommendations, implementation of new programs/initiatives, and/or changes to existing programs/initiatives. To be facilitated by CCWD Business Representative.

Section VI: Administration

- A. **Records.** CCWD staff shall maintain the public records of the CCWD and those records shall be available for public inspection and disclosure in accordance with the South Carolina Freedom of Information Act.
- B. **Expenses.** CCWD members shall serve without compensation and may receive reimbursement for reasonable travel-related expenses, including mileage, associated with attendance at CCWD meetings and conduct of official CCWD business. Such reimbursement shall be in accordance with applicable law.

Section VII: Amendments

These By-Laws may be amended from time to time by approval of the members to address legislative actions or changes, confidentiality, data sharing and/or any other matters that need to be addressed.

Approved:



Date

Robert M. Hitt III
Chair

COORDINATING COUNCIL FOR WORKFORCE DEVELOPMENT

DATA GOVERNANCE SUB-COMMITTEE FINDINGS

The sub-committee members identified several areas of concern that should be considered in the development of a data sharing system:

SECURITY

Security must be at the forefront of the development and implementation of the data sharing system, as it will contain the most expansive collection of data within the state. This data system must be treated with the highest level of security to mitigate any public concern. Due to the extremely sensitive nature of much of the data, additional resources likely will be needed as the system is implemented to ensure compliance with all state and federal laws and regulations. Potential sources for guidance include the Department of Administration's Division of Information Security, which provides guidance for the various state agencies in protecting the State's information systems², and the South Carolina Critical Infrastructure Cybersecurity Executive Oversight Group, which was created by Executive Order 2017-08.

PRIVACY

The state must balance the need to measure the performance of the state's programs and the state's citizens' right to privacy. Privacy principles as outlined by the state Enterprise Privacy Office should be considered when developing the CCWD's efforts. These principles are: notice and transparency; use and disclosure limitation; individual participation, access and redress; data minimization and retention; data quality and integrity; security; and, accountability and auditing³.

It is extremely important for the public to have a clear understanding of what data is being collected, what data is being linked and how their data is being used. A public educational campaign should be undertaken to both elicit feedback on the public's concerns, as well as to address those concerns to the extent possible. Another key aspect of the public educational campaign is keeping the public informed about the use of data. A recommendation from the subcommittee is to hold a public interest meeting to provide the public with an opportunity to address any concerns they may have with the use of their data.

Again, additional resources may be needed as the system is implemented to ensure compliance with state and federal laws and regulations.

LEGAL

There are a myriad of privacy and confidentiality laws governing the education and workforce data that is likely to be shared in this system. Most, if not all, of these state and/or federal laws and regulations require formalized memorandums of agreement regarding data sharing between the participating agencies before data can be exchanged.

In addition to being in compliance with any applicable state and/or federal laws and regulations, there has also been a concern raised about the implementation and scope of the data sharing. While the CCWD is charged with developing and implementing procedures for sharing information, the scope of what data is to be shared

² <http://www.admin.sc.gov/technology/information-security>

³ <http://www.admin.sc.gov/technology/enterprise-privacy/privacy-principles>

has not been detailed. Additionally, there has been a concern raised by a partner agency as to whether a data sharing system of the size discussed in the Data Sharing Committee meetings violates any of the amendments to the Constitution and whether an Attorney General's opinion should be sought for guidance.

TECHNOLOGY AND INFRASTRUCTURE

While different states have a variety of set-ups for their longitudinal data systems, the CCWD has focused on how more data could be stored at the Revenue and Fiscal Affairs Office (RFA). RFA currently houses the state's data warehouse with a specific focus on health care data and other sources of data identified by statute or proviso. Staff from RFA have participated in both the Data Sharing Committee and the work with CREC and attended a subcommittee meeting.

Additional technology and infrastructure resources may be required depending on how some of the privacy and security concerns are addressed.

The subcommittee is drafting legislation based on use of RFA's data warehouse, which is a determination for the General Assembly to make. Other states have utilized their state's data warehouses in varying capacities, including segregating data into different systems, storing data warehouses at education agencies or using staff segregated from other data systems.

CONTENT OF DATA

While there is a general sense that linking education and workforce data will provide value to policymakers making decisions on how to allocate resources, additional specification is needed to determine what data will be collected from partner agencies and what potential research questions will be pursued. Recently passed legislation related to improving the readiness of the state's high school and college graduates provides some initial research questions that can be expanded going forward. (Act 160 of 2017)

It will take time for staff working with linked data to become familiar with the information in order to provide accurate answers to policymakers' questions. As the data sharing initiative evolves from matching reports to more complex data analytics, the State must consider what resources have the experience to most effectively answer legislators' and policymakers' questions. Data owners must participate in the process of answering research questions in order to ensure the integrity of any data reported and the accuracy of any analysis of data. Differences in terminology, definitions and the timing of reporting data can all contribute to confusion and inaccurate conclusions and reporting, if data experts are not involved in completing research requests. Data owners should anticipate a need for resources in participating in the process of answering research questions.

Education and workforce data have been the primary focus of recent legislation and discussions, but it is also contemplated that a statewide longitudinal system will potentially expand to encompass data from many other state agencies. However, prior to expansion of the system a review of regulatory and security requirements must be conducted.

FUNDING

Inadequate funding to operationalize a longitudinal data system is one of the foremost concerns. Funding will be essential not only to the establishment of a new system but also for the maintenance and usage of the system. An inadequately-funded system will not be able to produce the type of information that policymakers and stakeholders need to make evidence-based decisions.

Due to security, potential infrastructure needs and staff resources, there are significant costs anticipated with this project, even if RFA's infrastructure is used.

COORDINATING COUNCIL FOR WORKFORCE DEVELOPMENT

WORKFORCE SURVEY

1. *Pre-populate this information at the beginning of the survey. You already know this; also shows it is a survey specifically for them, not just a "form"*
 - a. Company Name
 - b. Address
 - c. City
 - d. County
 - e. State
2. What is the primary business activity of this company?
3. How long has this facility been in operation?
 - a. Less than 1 year
 - b. 1-5 years
 - c. More than 5 years
 - d. Not yet in operation
4. How many people are currently employed at this location? *(include full-time and contract employees)*
5. Approximately how many positions are currently classified as "open" at this location?
6. In the last 12 months, the number of employees at this location has:
 - a. Increased
 - b. Decreased
 - c. Remained About the same *(if answer this, skip the next two questions)*
7. What type of employees accounted for the majority of the increase or decrease experienced over the past year?
 - a. Skilled
 - b. Unskilled
8. What circumstances would you attribute the increase or decrease in the number of employees over the past year? *(select all that apply)*
 - a. Revenue/profitability factors
 - b. Evolution of our business focus
 - c. Competition for workforce
 - d. Changes in necessary skillsets
 - e. Automated technology
 - f. Other _____
9. How does the turnover rate at this facility compare to the industry average?
 - a. Higher
 - b. Lower
 - c. About the same
10. In the next 1-5 years, the number of employees at this location is expected:
 - a. Increase
 - b. Decrease
 - c. Remain about the same *(if answer this, skip the next three questions)*
11. Over the next 1-5 years, retirement attrition is expected to:
 - a. Increase
 - b. Decrease
 - c. Remain about the same

12. What % of your hiring over the next five years will account for the majority of the hiring?
- Technical
 - Non-Technical
13. What circumstances are expected to drive the hiring practices over the next 1-5 years? (*select all that apply*)
- Revenue/profitability factors
 - Evolution of our business focus
 - Competition for workforce
 - Changes in necessary skillsets
 - Automated technology
 - Other _____
14. What specific skill sets are expected to be the MOST difficult to fill at this facility over the next 1-5 years?
15. Why are these skill sets expected to be the most difficult to fill?
16. As it relates to your anticipated workforce over the next 1-5 years, how concerned are you regarding the availability of a local workforce with the following qualifications? (*5 pt scale from very concerned to 1, not at all concerned*)
- Entry level
 - 1-3 years' experience
 - 4-10 years' experience
 - Management level
 - High school diploma
 - Special skill certificates
 - Associates degree
 - Four-year degree
 - Post-graduate degree
 - Executive management
 - Sales management
17. What resources are used for workforce recruitment (*select all that apply*)?
- Staffing agencies/firms
 - State or public jobs board
 - Private jobs board
 - Company website
 - Word of mouth
 - Social media
 - Online platform
 - Mobile advertising
 - Other (please specify)
18. Are you interested in a follow-up call from the SC Department of Commerce to further discuss workforce opportunities, challenges, solutions, resources or other business needs?
- Yes (*please provide contact information*)
 - No

For the individual completing this survey, please complete the following:

Name:

Title:

Phone:

Email:

Workforce Development Programs Mapping Tool

Agency Name	Public / Private	Program Name	Description of Program	Area of State	Type of Assistance	Target Population	Funding Agency	State/ Federal	Annual Award/ Appropriation	Recurring/ Non-recurring	Contact Name	Contact Phone #	Contact Email
SC Department of Employment and Workforce (DEW)	Public	Workforce Innovation and Opportunity Act (WIOA)-Adult											
SC Department of Employment and Workforce (DEW)	Public	Workforce Innovation and Opportunity Act (WIOA)-Youth											
SC Department of Employment and Workforce (DEW)	Public	Workforce Innovation and Opportunity Act(WIOA)-Dislocated Worker											
SC Department of Employment and Workforce (DEW)	Public	Veteran Services											
SC Department of Employment and Workforce (DEW)	Public	Wagner-Peyser											
SC Department of Employment and Workforce (DEW)	Public	Trade Adjustment Assistance (TAA)											
SC Department of Employment and Workforce (DEW)	Public	Reemployment Services and Eligibility Assessment (RESEA)											
SC Department of Employment and Workforce (DEW)	Public	Worker Adjustment and Retraining Notification (WARN)											
SC Department of Employment and Workforce (DEW)	Public	SC Work Ready Communities											
SC Department of Employment and Workforce (DEW)	Public	Work Opportunity Tax Credit (WOTC)											
SC Department of Education	Public	Other											
SC Technical College System	Public	ReadySC											
SC Technical College System	Public	Apprenticeship Carolina											
SC Technical College System	Public	E-Zone											
SC Technical College System	Public	Other											
SC Technical College System	Public												
16 Technical Colleges	Public												
SC Department of Commerce	Public	Regional Education Centers											

Coordinating Council for Workforce Development	Public												
SC Commission for the Blind	Public												
SC Department of Social Services	Public	Temporary Assistance for Needy Families (TANF)											
SC Department of Social Services	Public	Supplemental Nutrition Assistance Program (SNAP)											
Lieutenant Governor's Office on Aging	Public	Senior Community Service Employment Program (SCSEP)											
Office of the Governor (Office of Economic Opportunity)	Public												
State Department of Education	Public	Adult Education											
State Department of Education	Public	Career and Technology Education (CATE)											
State Department of Education	Public												
Clemson Center for Workforce Development													
SC State Chamber-501(C)3													

Definitions

Agency/Entity	Legal name of your organization
Public/Private	A public or private entity
Program Name	Enter the Workforce Program Name. A Workforce Program is a program that prepares individuals to meet current and future workforce needs.
Description of Program	Provide a brief but thorough description of the Workforce Program.
Area of State	If the program is mandated to serve only a certain area of South Carolina, please enter the county, counties, or other limitations in this field. If there are no limitations, then enter ALL.
Type of Assistance	Enter the types of assistance the program provides.
Target Population	If the program is mandated to serve a certain portion of the population, please enter in this field. If there are no limitations, then enter ALL.
Funding Agency	Enter the name of the funding agency where your agency receives an award/appropriation.
Annual Award/Appropriation	Enter the current year's award/appropriation.
Recurring/Non-recurring	Answer recurring if award/appropriation is received on an annual basis. Answer Non-Recurring if award/appropriation is not received annually.
Contact Name	Contact person for the program
Contact Phone #	Phone number for contact person for the program
Contact Email	Email address for contact person for the program

Appendix B: Goals and Tasks One Pager

Goal 1: Complete high-level data catalog among core state agency and other key partners.

- Tasks
 - 1) Secure participation of core partners
 - Create cultural assessment tool to identify barriers to data sharing
 - 2) Complete high-level data element catalog from taskforce members (to identify existing data)
 - Define parameters of data element catalog
 - Deliverable: Produce and share data element catalog template
 - Deliverable date: by February 2017
 - 3) Identify and prioritize research questions to which data can be directed
 - Explore existing and potentially new data elements to answer prioritized research questions
 - Deliverable date: by May 2017
 - 4) Based on identified research questions, conduct gap analysis to identify missing data elements required for project completion
 - Deliverable date: by May 2017
 - 5) Establish and recommend procedures for sharing information and coordinating efforts among stakeholders
 - Deliverable date: by June 2017

Goal 2: Create policy to institutionalize data sharing for efficient and effective administration

- Tasks
 - 1) Create governance structure of active partners to identify and prioritize data sharing projects that are mutually beneficial to the state under the direction of the Coordinating Council for Workforce Development.
 - 2) Review existing MOUs with appropriate parties to align with requirements established under Act 252.
 - 3) Explore possible legislative options to create governance structure and policy guidelines for implementation

Goal 3: Identify innovative ways to use data for effective program evaluation and improved outcomes under the direction of the Coordinating Council for Workforce Development

- Tasks
 - 1) Explore among governance group potential data actions
 - 2) Recommend proposed legislation to enhance data collection to inform policy and budgetary decisions (e.g., SOC codes and hours worked in wage records)