



Civilian Military Task Force Labor Sub-Committee Comprehensive Plan

The choices we make now will have impact and duration. It will transcend generations ... so we must plan with vision, and execute with purpose. I believe and expect great things to happen. I know that our people will excel in their careers and rise above life's challenges. There is hope and continued confidence for a better quality of life and for prosperity.

*Today is a new day and we will not let our past determine our future.
We have come of age - A breakthrough is coming...*

GOVERNOR FELIX P. CAMACHO
February 19, 2007 - State of the Island Address

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I. LABOR SUB-COMMITTEE ORGANIZATIONAL MEMBERSHIP

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II. BACKGROUND/SUMMARY

U.S. national interests and treaty commitments require strengthening of U.S. military capabilities in the Western Pacific. U.S. forces must be positioned to maintain regional stability, ensure flexibility to respond to regional threats, project power throughout the region, defend our assets as well as those of our allies, and provide forces to respond to global contingencies.

The relocation of III Marine Expeditionary Force (III MEF) personnel from Okinawa to Guam under U.S. Japan Alliance Transformation and Realignment is part of a broader realignment that, when implemented, will strengthen our regional posture, deter potential aggressors, and provide capabilities that can be flexibly deployed in contingencies, which are essential for the Defense of Japan and for peace and security in the region. For the Marines, this development will balance the Marine Air Ground Task Force (MAGTF) lay down across the region with improved flexibility. The 8,000 plus Marines and their 9,000 plus dependents leaving Japan will reduce the footprints of U.S. forces in Okinawa. This will facilitate consolidation of U.S. bases on Okinawa to allow additional land returns in Japan while reinvigorating Guam's economy through economic stimulus, infrastructure improvements, and external investments.

The Government of Japan will fund most of the infrastructure construction costs over the planned seven year time period to implement the realignment actions in mainland Japan, Okinawa, and Guam. On Guam, Japan will contribute billions of dollars for cost sharing toward the development cost associated with the realignment of Marines from Okinawa to Guam. Japan's contribution consist of billions of dollars in cash for operational facilities, barracks, and quality of life facilities, and equity investments and loans to special purpose entitles that will provide housing and utilities for the Marines on Guam.

Under the direction of the Deputy Secretary of Defense, the Navy established a Joint Guam Program Office (JGPO) for the coordination and management for the relocation of the Marines from Okinawa to Guam. The JGPO will work closely with the Office of Economic Adjustment and the Government of Guam to ensure this initiative is mutually beneficial to the people of Guam.

JGPO will oversee National Environmental Policy Act (NEPA) studies that will provide the foundation for the Environmental Impact Statement (EIS) and parallel development of a Guam Master Plan.

Governor Felix Camacho, through Executive Order 2006-10, created the Civilian Military Task Force (CMTF) to maximize opportunities for the civilian and military community resulting from increases in military presence.

As a Sub-Committee of the Civilian Military Taskforce (CMTF), the Guam Labor Sub-Committee is responsible for providing and developing strategies to address Labor issues involving Government, Communities and Stakeholders.

The Labor-Sub Committee has been pursuing strategies for innovative approaches to spur local and regional workforce development to meet the demands of high growth industries and the labor needs for military projects and economic growth. The Labor Sub-Committee membership consists of business and industry; education and training providers; Human Resource professionals from public and private sector and the economic development community.

III. MISSION STATEMENT

During Governor Camacho's state of the island address in February 2007, the Governor articulated his vision emphasizing on future growth and prosperity of the citizens of Guam. The Governor's renewed vision and purpose calls for a season of transformation that promotes forward thinking and strategizing to establish a standard of excellence. The Governor's vision calls for strategies to address the emerging workforce and the need to expand opportunities for Guam's youth. The renewed vision called for a modification of the workforce development strategies that provides employment opportunities for Guam to be on the cutting edge of global advancement in careers that push the envelope of workforce development and foster our people's entrepreneurial spirit.

Vision Statement: To provide leadership, strategic guidance, and resources valuable to the Workforce Investment System.

Mission Statement: To improve the quality of life of Guam's citizens by maximizing their potential for employment in a competitive economy.

IV. CURRENT CHALLENGES

The anticipated increase in the federal military posture on Guam poses many potential socio-economic changes to the Island; changes that are best addressed with proper planning. The complexity of socio-economic changes alone is inherently difficult to forecast even with relatively close horizons. Given a 10-year horizon, this effort becomes extremely difficult but necessary. The effectiveness of planning efforts is highly dependent upon the accuracy of the forecast and on the ability of the planning efforts to anticipate and adjust to changes in the forecast. Preliminary indications of the scope, magnitude, and duration of the increase in military activity strongly suggest an immediate need for a comprehensive workforce development plan with a specific focus on human resources, training, employment, and employment support (i.e. transportation, housing, family care) that are needed for this military growth.

One of the most critical challenges facing our island is the need for additional labor. Limitations of the labor pool and the cost to develop specialized skills to meet the needs of the impending growth, have prompted the workgroup to adopt several strategies to address the labor issues. Within that context the Labor Sub-committee continue to meet with civilian, military and federal officials to discuss options for developing an analysis and provide a draft report.

The requirement for a skilled labor force in construction-related occupations is estimated to be from 10,000 (Joint Guam Program Office) to 20,000 (Guam Contractors Association). Other in-house estimates reach as high as 25,000 workers, which looks closer at all H-2B job categories for both military and non-military. After a detailed description by the Director of the Guam Department of Labor (GDOL), Guam's current labor workforce, as well as Guam's projected labor workforce within the next decade, will not meet the demand for workers during the construction phase of the military build-up. At best, Guam can probably meet only 10%-15% of this demand. These factors are of paramount concern of local, federal and military officials.

STRATEGIC APPROACH – HUMAN CAPITAL:

In February 2007, the Labor Sub-Committee created a technical team consisting of private sector, education, and local government representatives. The technical team is tasked to prepare a Guam 2008-2014 socio-economic plan that quantifies the anticipated growth of Guam's economy over the next 10 years. The approach is to quantitatively measure where the island is now in terms of human capital, forecast what it will look like incrementally over the next 10 years, identify what resources are available and what resources are lacking, and provide practical alternatives on how best to address these shortfalls. The opportunity for smart growth (or right growth) requires that we establish or develop new initiatives capitalizing on community strengths. To do this we recommend establishing emphasis areas specific to Military/Community Impact.

Military/Community Impact:

The situational context of Guam's labor market and the results of on-going military growth discussions pose concerns for the group and leadership. Two important issues common in these discussions include but not limited to the following: Workforce Sustainability and impact of Alien Labor Force (H-2B) to the local and regional community. The recent U.S. Congress approval to remove the restriction of the H-2B on military related construction poses several challenges for an island economy and all workforce related issues and the ancillary social economic issues. The following identifies the sub-committee concerns and opportunities gained from military growth.

I. IMPACT OF SERVICE AND TECHNICAL CAPACITY AT GUAM DEPARTMENT OF LABOR (GDOL)

- **Compliance and Enforcement**
 - Needs for Alien Labor Processing & Certification Division (ALPCD) enforcement and compliance – considering all budget categories (personnel, equipment, supplies, rental, capital outlay, etc.)
 - Funding associated with H-2B compliance and fraud/abuse prevention for ALPCD
 - Technology and Systems
 - Personnel and Administrative Services
 - Needs of GDOL to support an increased department workload as a result of the increased H-2B population to include:
 - Labor market testing within the Guam Employment Service (Wagner Peyser Act)
 - Support for Workman's Compensation & OSHA due to increase in construction activity and the injuries associated with this type of work
 - Support for Wage & Hour division to prevent wage abuses
- **Socio-Economic spill over effect**
 - Health
 - Emergency Care
 - Immunization Compliance
 - Family Well-Being
 - Housing/Barracks
 - Infrastructure
 - Power
 - Transportation
 - Water
- **Labor Training**
 - Post-Construction Workforce Sustainability
 - Secondary job demands
 - Operation/maintenance-workforce needs for post construction phase (Sustainability)
 - Training needs for workforce demand and sustaining occupations after construction build-up.
 - Determine training programs needed to sustain labor during and after construction
 - Secondary market occupations will be beyond the construction demand.
 - Funding for training Programs
 - Personnel

- All items associated with increased demand of programs
- Data gathering and assessments
- Funding levels for training

II. CURRENT DATA AND FUTURE DATA NEEDS

- Workforce Evaluation and Analysis
 - **Level I: Workforce Planning**
 1. Baseline Data and Programs
 - Workforce Database
 - Current Labor Capacity
 - Current listing of training requirements and providers.
 - List of all current and potential military projects over the next 15 years.
 - Econometrics Forecasting
 - Models (Population, Regional Economy, Social)
 - Current training resources need to be evaluated for its current effectiveness in meeting present and anticipated training needs as well as the capacity to provide specialized training to meet anticipated needs.
 2. Budget Cost associated with all aspects of impact related to all training and an evaluation of all potential funding sources.
 3. Forecasting
 - A forecast of the demand for skilled labors by skills sets, including the primary construction industry, the secondary service industry (support service) and the tertiary maintenance and repair industry over the next 10 years.
 - Forecast current workforce skill level to meet as many of the skill levels anticipated over the next 10 years.
 4. Workforce Planning: 6- Forces Diagram (Strategic Planning)
 - Project impact:
 - wages by skills sets;
 - job desirability factors;
 - potential for upward mobility;
 - measure potential labor supply by projecting age cohort local and regional;
 - measure potential labor supply coming from:
 - Underemployed
 - Non-employed
 - Entitlement programs
 - **LEVEL II: WORKFORCE & ECONOMIC ASSETS AND LEAKAGES**
 1. Survey Industry Needs for Hiring
 2. Determine Capacity Support Needs
 3. Survey Training Needs
 - Internal – Training, Staffing Development
 - External – Service Providers (apprentice providers and future providers)
 4. Assess and Evaluate impact of quality and standard of living.

- **LEVEL III: SYSTEMS AND STRUCTURES**
 1. Performance Audit (model after One-Stop Career Center performance audit)
 2. Impact of Governance Structures & Relationships (cross planning assurances)
Apply Collaboration Framework.

- **LEVEL IV: EXTERNAL AND REGIONAL ISSUES**

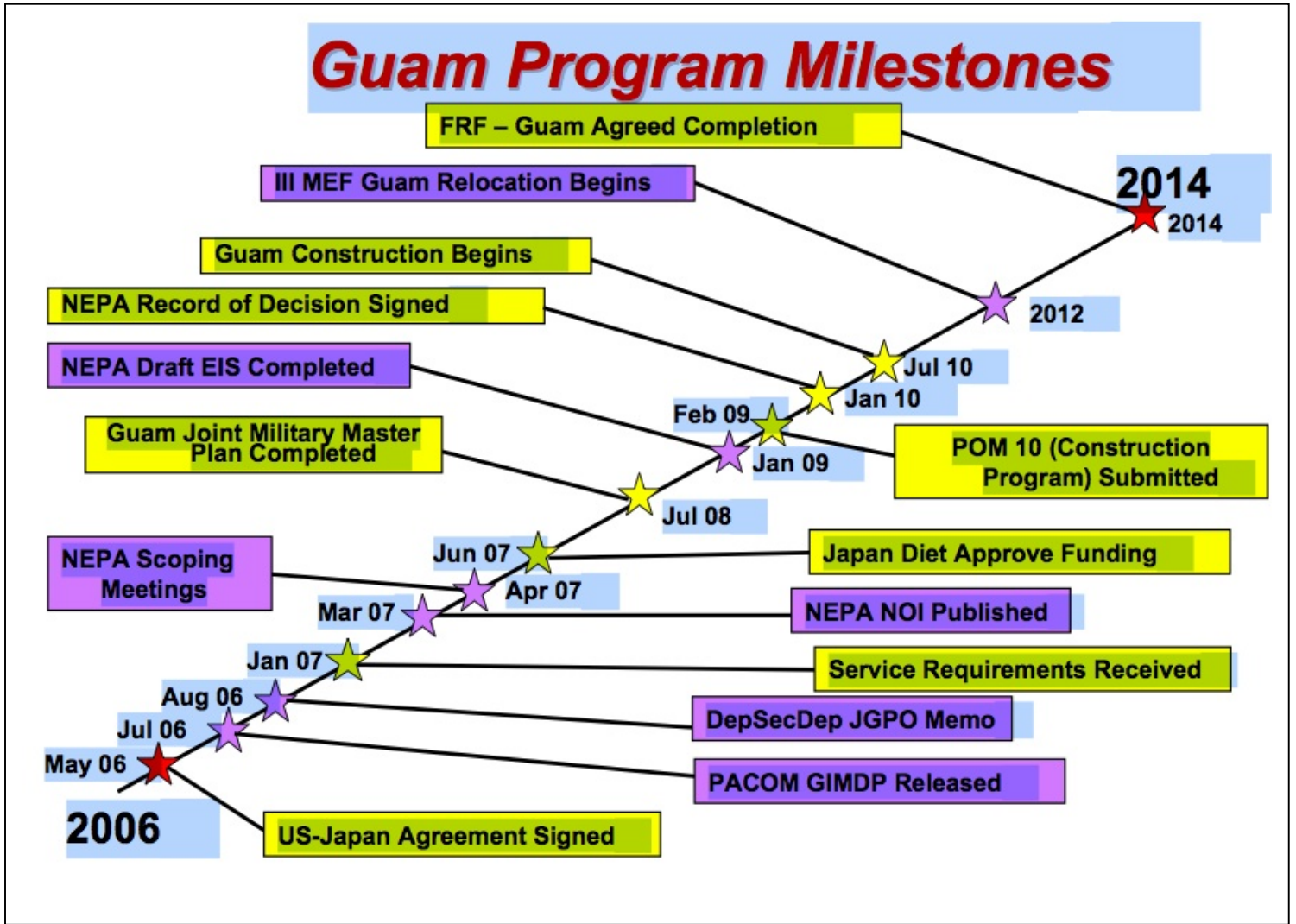
Other issues related to growth are wages, increase in construction trades training. The group will continue to address the labor impact through several workforce strategies.

V. PROJECTED NEEDS

The Guam Department of Labor/Agency for Human Resources Development (GDOL/AHRD) is responsible for promoting, developing and improving the welfare of wage earners on Guam. The department provides training and education, job placement assistance, outreach and consultation to increase the awareness of employment practices, senior employment programs and alien labor certification. The department also enforces the prevailing wage schedule, Fair Labor Standards Act, Employment Service Law, Occupational Safety and Health standards and administers workers compensation. Additionally it oversees labor market and occupational information systems as well as provides statistical information regarding Guam's manpower and labor situation. It houses and supervises the Agency for Human Resources Development and the AmeriCorps program.

In May 2007, the Guam Workforce Investment Board submitted its modified State plan and plans of work to US Department of Labor, Employment & Training Administration (USDOL ETA). The Five (5) modified goals and actionable strategies in the accompanying plans of work serves as a guiding piece for workforce funded collaborative programs and their respective planning units. The goals and objectives provide flexible investment incentives for Guam and businesses to improve both quality and standard of living, provide adequate infrastructure necessary and establish components for firms to invest and grow. The direct support provided by the Guam Department of Labor through numerous workforce federal grants, ensures planning and implementation of the goals outlined in the State plan. The department accomplishes the support of this mission through 12 divisions that administers the various local and federal statutes and mandates for which the department is responsible for.

The Guam Department of Labor's (GDOL) operational needs reflect a renewed emphasis for achieving the goals outlined in the plan. It also continues the effort to improve the integration of the Department's objectives with resource requirements. Over the last three year's the dedication and professionalism of all the department employees have moved the department forward in realizing successful implementation of the strategies and goals. The following division personnel, infrastructure and funding plan supports the numerous strategic goals and objectives outlined in this plan to successfully address military growth and sustainability.



Source: Guam Pacific Daily News website – www.guampdn.com

**Personnel Needs
Total Staff Requirements**

	Pre-Construction			Construction Phase						
Division	FY2005	FY2006	FY2007	FY2008*	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Alien Labor	4	4	5	8	12	16	16	16	16	14
Workers Compensation	4	5	5	4	8	9	9	9	9	7
Wage & Hour	4	4	4	4	12	16	16	16	16	14
OSHA Consultation	5	5	5	5	7	7	8	8	8	6
DOSH	1	1	1	1	3	3	3	3	3	3
Fair Employment	1	1	1	1	2	2	2	2	2	2
Bureau of Labor Statistics	10	10	11	11	12	12	12	12	12	12
One-Stop	3	4	5	5	6	6	6	6	6	6
Employment Service	6	8	8	8	10	10	12	12	12	12
Senior Citizens	4	5	5	4	6	6	6	6	6	6
WIA	12	12	9	9	12	12	12	12	12	12
Americorp	4	3	3	2	3	3	3	3	3	3
Systems & Programming	0	3	3	3	4	4	4	4	4	4
Fiscal & Support	18	18	18	18	20	20	20	20	20	20
Retention & Monitoring	1	1	4	4	6	6	7	7	7	7
Special Projects	4	4	4	5	9	9	9	9	9	9
Directors (GDOL/AHRD)	5	5	5	5	5	5	5	5	5	5
Total FTEs	86	93	96	97	137	146	150	150	150	142

Infrastructure Requirements

	Pre-Construction			Construction Phase						
Division	FY2005	FY2006	FY2007	FY2008*	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Rental (Sq. Footage)	20,000	20,000	20,000	20,000	25,500	25,500	25,500	25,500	25,500	25,500
Work Stations (Unit)	90	90	96	117	157	166	170	170	170	170
Server	1	1	1	2	3	3	3	3	3	3
Router/Firewall	2	2	2	5	5	5	5	5	5	5
Power Backup	90	90	96	117	157	166	170	170	170	170
Computer Supplies*	90	90	96	117	157	166	170	170	170	170
Government Vehicles	8	8	6	8	8	10	10	10	10	10
Training & Development*	18	18	18	500	1000	1500	2000	2500	3000	3500

Funding Requirements

Division	Pre-Construction			Construction Phase						
	FY2005	FY2006	FY2007	FY2008*	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Personnel	-	-	4,115,758	4,068,965	5,338,688	5,628,725	\$5,748,610	\$5,748,610	\$5,748,610	5,495,586
Rental ¹	\$408,000	\$408,000	\$408,000	\$408,000	\$599,976	\$599,976	\$599,976	\$599,976	\$599,976	\$599,976
Work Stations	-	-	-	\$35,700	\$68,000	\$15,300	\$6,800	\$0.00	\$0.00	\$0.00
Server	-	-	-	\$20,000	\$20,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Router/Firewall	-	-	-	\$3,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Power Backup	-	-	-	\$8,400	\$15,200	\$3,600	\$1,600	\$0.00	\$0.00	\$0.00
Computer Supplies ²	\$13,500	\$13,500	\$14,400	\$17,550	\$23,550	\$24,900	\$25,500	\$25,500	\$25,500	\$25,500
Government Vehicles	\$0.00	\$0.00	\$14,000	\$28,000	\$0.00	\$28,000	\$0.00	\$0.00	\$0.00	\$0.00
Vehicle Maintenance	\$2,500	\$2,500	\$5,000	\$6,000	\$6,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Training & Development ³	-	-		\$21,076,047	\$43,317,416	\$75,613,692	\$109,288,769	\$88,212,722	\$65,971,353	\$33,675,077
TOTALS:				25,671,662	49,389,830	81,927,193	115,684,255	94,599,808	72,358,439	39,809,139

¹Rental Markup 15% of current rate.

²Computer Supplies = \$150.00 per annum per workstation.

³Training of apprentices baseline = Average cost of apprenticeship training with WIA funds.

VI. OPPORTUNITIES FOR COLLABORATION & JOINT PLANNING

Opportunities for collaboration and joint planning have increased due to the dynamic growth agenda. The discussions and various meetings have prompted collaboration and cross-planning teams to begin drafting strategies and work plans to address the Governor's vision for transforming. The cross planning provides a much needed opportunity to maximize resources across partners and programs both public and private that are essential for carrying out the vision. Several strategies include developing Requests for Proposals that seek joint planning and partnerships to assist Guam in meeting critical demands of employers and promote increased employment outcomes.

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

As Guam and the outer Pacific islands embark on regional collaboration to address military growth issues, Guam continues to build on partnerships through Memoranda of Agreements, to ensure that resources are leveraged and maximized in an effort to develop a competitive and skilled workforce. Working with OSCC partners, Government of Guam agencies, businesses, community leaders, and Department of Defense officials to discuss leveraging resources continues to be a priority. Developing a skilled workforce and increasing the capacity of current workers through a joint training board consortium are key components of talent development.

The GWIB continues to align and strengthen relationships with education, economic development, and employment entities within the Pacific jurisdiction. Economic security and regional collaboration to leverage and maximize resources are prioritized through the plans of work and the 7th Western Micronesian Chief Executives Summit (WMCES) Communiqué involving the jurisdictions of Guam, Commonwealth of the Northern Mariana Islands (CNMI), Republic of Palau, and the Federated States of Micronesia (FSM).

In addition, goal 4 and the ensuing plans of work fosters empowering communities through the dynamic *multi-stakeholder collaborator* environment. The national trend for increased partnerships with community collaborators requires a firm understanding of collaboration and the desired outcome that bring members together to achieve certain desired results. Understanding the various community linkages and practices of the various levels of collaboration (networks, alliances, associations, partnerships, coalitions, etc.) will ensure that the power structures respond accordingly and have the right capacity. *Creating effective boards and committees* speaks to the general programming environment of *engaging leadership and effective governance* and shift from antiquated practices to *updated protocol and accountability practices*.

Folded in Goal area 4 is the *community-based* approach toward the much-anticipated high growth impact of proposed military growth, posturing, and planning activities proposed by the established *11 Civilian Military Task Force Subcommittees*. The Labor Sub-Committee continues to meet to address the range of workforce issues and challenges poised by this high

growth agenda. Current efforts include the assessment of the OSCC program delivery and attention to both workforce capacity and support for military spouses and dependents.

Pacific Workgroup

Pursuant to the 5th WMCES Communiqué, the Chief Executives established the creation of a Workforce Strategy Taskforce Team charged with the development of initializing strategic goals for year one. This includes the following items endorsed by the Chief Executives:

- Alignment of workforce development, vocational education and other training programs, and leveraging of resources
- Collaboration, integration, and formation of partnerships with the private-sector
- Creating and implementing training programs for demand-driven occupations

Following the 5th and 6th Communiqué the Chief Executives established the creation of a Workforce Strategy Taskforce Team and the Regional Workforce Development Council. The Council's charter will oversee the guidance and development of the Regional Workforce Development Plan. The organizational membership continues to evolve from various workgroups comprised of the different jurisdictions and includes both government and private sector representation. Special reference is made to localize the federal U.S. Dept of Labor, Employment and Training Administration's Power of e3 (Education, Economic Development and Employment), to include ethics making the Power of e3 plus1 as the model for the Regional Workforce Development and supporting our framework of regional economies.

VII. RECOMMENDATIONS AND PRIORITIES

During Governor Camacho's state of the island address in February 2007, the Governor articulated his vision emphasizing on future growth and prosperity of the citizens of Guam. The Governor's renewed vision and purpose calls for a season of transformation that promotes forward thinking and strategizing to establish a standard of excellence. The Governor's vision calls for strategies to address the emerging workforce and the need to expand opportunities for Guam's youth. The renewed vision called for a modification of the workforce development strategies that provides employment opportunities for Guam to be on the cutting edge of global advancement in careers that push the envelope of workforce development and foster our people's entrepreneurial spirit.

With increased discussions on military growth and the anticipated impact on the workforce, the Governor, GWIB and other workforce partners addressed strategies and solutions for Guam's workforce development system. Solutions continue to be "hot topics" as workforce development issues expand beyond the local workforce into regional workforce issues as the spill over effect of growth are expected to flow into Guam's neighboring islands. In addition, many of the issues and challenges outlined in this document are addressed through Guam's state plan and plans of work. The following five (5) goals continue to build on the progress realized over the last two years and serves as essential building blocks designed to enhance workforce vision and mission.

STRATEGIC GOAL 1: ENHANCE ONE-STOP CENTER PROGRAM DELIVERY FOR EMPLOYERS, EMPLOYEES AND CAREER STRATEGIES

Realizing the power of e3 (Education, Employment, and Economic Development) for Guam's Workforce Investment system begins to align the core programs critical for the long-term economic health and prosperity for our island community. Finding the right employer, the right employee and the right career through a leveraged and integrated one-stop system initializes the right investment priorities. This serves as the basis for benchmarking delivery capacity for emerging careers and focused areas of highest need. Goal 1 promotes the necessary program delivery and recruitment strategies among employers and employees.

PERFORMANCE GOALS:

- Sharing Accountability and Outcomes
- Create a collaborative/integrated One-Stop Center culture that promotes the best OSCC system within agencies and among partners.
- Internet-Based Workflow System
- Marketing and Outreach
- One-Stop Career Center Innovations and Solutions: eWorkforce
- Case Management Flow Processes and Protocol
- OSCC Assessment and Evaluation Programs & Services

STRATEGIC GOAL 2: EMPOWER PEOPLE AND COMMUNITIES THROUGH ENHANCED WORKFORCE REPORTING OF ECONOMIC AND WORKFORCE DATA FOR COMMUNITY SOLUTIONS

Designing and improving the management and the accountability of programs supported by Federal funding for Guam's Workforce system requires changes to the process by which partners and the workforce system operate. An integrated workforce reporting system provides the mandate, the direction and overall framework for workforce programming, timely reporting and credible information system. To be successful, this goal area builds on the initializing efforts of the Pacific WIASRD and is consistent with the intergovernmental partnership and programming structure of the Federal DOL ETA.

A key feature of this section is the accountability components that begin to capture program outcomes that can quantify productivity and or determine efficiency and effectiveness of the current process practices.

PERFORMANCE GOALS:

- Improving Workforce Information and Reporting System
- One Workforce Reporting System to expand the job development active ties of the Wagner-Peyser staff to include all workforce program needs.
- Expand job development activities of the Wagner-Peyser staff to include workforce program needs.
- Utilize a single Career Strategy Plan or Individual Service Strategy among training programs to allow optimum training and support Services to the customer
- Eliminate duplication of services and maximize training funds and placing emphasis on follow-ups
- Internet-Based Economic and Reporting Data System
- Promote collaborative, effective efforts by all partners, program staff and service providers to acquire and use valid complete performance measures & program indicator data
- Data Reporting, Validation System, and Data Reporting Conventions and Methodologies
- Technical Workgroup Support, Resources and Training
- Data on Regional Economies Data Series Statistical Monographs

STRATEGIC GOAL 3: ADOPT A YADI LIFE LONG LEARNING PHILOSOPHY AND INTEGRATE THE WORKFORCE LEARNING CONTINUUM AS THE GUIDING FRAMEWORK FOR THE POWER OF E3 ALIGNED WITH REGIONAL ECONOMIES

Strategic Goal 3 serves as the anchor framework necessary to begin the systematic leveraging of programming resources and expertise among workforce partners and industry collaborators. Focus is on direct alignment with education program delivery and student learning environment. Through innovation and adoption of proven best practices of school-based learning and the matching transition initiatives, students gain advice, guidance, and a solid experience building on workplace standards and expectations of the ever-evolving career offerings.

PERFORMANCE GOALS:

- Systems Approach to Youth, Adult, Dislocated Worker and Incumbent Worker (YADI) Programming
- Education Rewards Loan Program & Training Stipends
- Increased Opportunities for Preparing Guam's Youth for Productive Careers and Work
- Youth to Work– Passport to Careers Youth Development
- Youth Resource and Asset Mapping
- Out-of-School and At-risk Youth
- Youth Cross Agency Workgroup
- Youth Build & Job Corp
- Apprenticeship & Certification Programs
- Program Modeling & Replication
- Job Coaches
- Capacity Building and Technical Assistance for Service and Training Providers
- Entrepreneurship Education
- Localizing Enterprise Facilitation Concepts
- Entrepreneurship Initiatives
- Career-based Learning Continuum Awareness and Integration
- Talent Development
- Joint Training Board
- Local State Level Creation
- Regional Joint Training Council
- Align Workforce Development with Educational Programs

STRATEGIC GOAL 4: SUPPORT INCREASED ECONOMIC OPPORTUNITIES FOR GUAM RESIDENTS & COLLABORATION WITH BUSINESS, FEDERAL GOVERNMENT, AND NONGOVERNMENTAL ORGANIZATIONS AND FAITH BASED COMMUNITY.

Empowering communities requires a comprehensive long-term strategy. Goal 4 provides the programming environment to support the range of right community based initiatives sensitive to the needs of the area, scale of development, and place dependent. This includes the following proposed work effort presented below as start points for increased community collaboration

Guam will begin to align survey and data to determine skill needs. Data collection on education that covers K-16 is critical to identifying appropriate and critical skills to determine training and education priorities. Policies will be developed or revised where applicable, to address program training and education for private sector demand occupations and government services occupations. Guam's workforce strategies will go beyond identification of general skill needs to specific occupational skills that are evident in the recent demand for more workers. Furthermore, the GWIB in conjunction Guam Economic Development and Commerce Authority, Bureau of Statistics and Plans, Guam Department of Labor Bureau of Labor Statistics and the University of Guam is laying out aggressive work plans to collect substantial and relevant data to include the following.

PERFORMANCE GOALS:

- Empower Communities
- Create a Multi-Stakeholder Workforce System & linkages for doing business and program delivery policies
- Workforce Outreach Initiatives
- Capacity Building & Technical Assistance for Community and Faith-based Organizations and Volunteer Groups.
- Workforce Collaboration and General Programming Support
- Civilian Labor Force Special Workforce Initiatives
- Civilian/Military & Special Impacts, Military Programming, and Workgroup Collaborators
- Military Workforce Strategy Initiative
- Military & Community outreach NGO's Mayor's
- Veterans and Work force Support and Training
- Veterans Programming and Technical Support
- Technical and Workforce Support for Women and Minority Groups (disadvantaged, disable, disabilities)
- Capacity Building and Program Shadowing and Mentoring Technical
- Regional Economies (WIRED Framework)

STRATEGIC GOAL 5: STRENGTHEN GUAM'S WORKFORCE INVESTMENT GOVERNANCE AND WORKFORCE COMMUNITY LEADERSHIP SYSTEM

The direction of the GWIB board requires capacity building to support the initializing goals and overarching goals to achieve the vision and mission of the ideal workforce for Guam. The governance serves as the anchor for creating accountable systems that include program design, program delivery and outreach across all program platforms. This is necessary to assess the effectiveness of governance tools and practices. This Goal intends to initialize and align all business policies as approved and prioritized by the Board. One important outcome of planning towards a demand driven workforce begins with redefining the performing and governance environment for training and service providers, partners, industry and the community.

Governance posturing will include more resources and commitment to support this expected increased in programming. This will include the need for additional program personnel such as additional planners, access to legal counsel for reviewing contracts and RFP disputes and other related legal issues. The services of a procurement officer will also be of value and will be included as a standard protocol in all RFP reviews, design and selection.

PERFORMANCE GOALS:

- GWIB Governance Flow Process
- GWIB Governance
- GWIB Resolutions, Official Communications and Memorandums
- Workforce Common Measures Integration
- Individual Training Accounts & Individual Strategy Plans
- Streamlining application process
- Waivers and Work Flex

- Program Awareness on educating communities about programs
- Workforce Property Leases

VIII. STATISTICS NEEDED/QUESTIONS

The military expansion in the Mariana Islands poses many potential socio-economic changes that are best addressed with proper economic modeling to generate a range of data projections and produce forecasts for demographics, gross regional product, output (sales), wages and salaries, personnel income, employment and labor force to provide the basis for the analysis related to housing, retail, schools, social services, and local government impacts.

The approach must quantitatively measure where the island is now in terms of human capital, forecast what it will look like incrementally over the next 10 years, identify what resources are available and what resources are lacking, and provide practical alternatives on how best to address these shortfalls.

The plan for labor growth will specify all supporting data and assumptions used in making the recommendations. While the plan can be phased to address resources availability, the complete plan needs to include the following elements:

- A database of current available workers in terms of skills sets and trends that have occurred in these skills sets over the past decade.
- A listing of all potential military projects with as much definition as practically possible over the next 15 years.
- A forecast of the demand for skilled labors by skills sets, including the primary construction industry, the secondary service industry (support service) and the tertiary maintenance and repair industry over the next 10 years.
- A projection of certain significant aspects of the future Guam economy and, in particular, changes to Guam's cost of living in terms of housing, food, utilities, taxes, etc.
- An evaluation of manpower and staffing needs to support the delivery of service at the One Stop Career Center and partners.

It is recognized that the effectiveness of the strategic planning efforts is dependent upon the accuracy of the forecasts and on the ability of planning efforts to anticipate and adjust to the changes in the forecast. Preliminary indications of the scope, magnitude, and duration of the increase in military activity strongly suggest for an immediate need for a comprehensive economic plan with specific focus on human resources, training, employment, and employment support (i.e. transportation, housing, child care, etc.).

CURRENT DATA AND FUTURE DATA NEEDS

- Workforce Evaluation and Analysis
 - **Level I: Workforce Planning**
 1. Baseline Data and Programs
 - Workforce Database
 - Current Labor Capacity
 - Current listing of training requirements and providers.
 - List of all current and potential military projects over the next 15 years.
 - Econometrics Forecasting
 - Models (Population, Regional Economy, Social)
 - Current training resources need to be evaluated for its current effectiveness in meeting present and anticipated training needs as well as the capacity to provide specialized training to meet anticipated needs.
 2. Budget Cost associated with all aspects of impact related to all training and an evaluation of all potential funding sources.
 3. Forecasting
 - A forecast of the demand for skilled labors by skills sets, including the primary construction industry, the secondary service industry (support service) and the tertiary maintenance and repair industry over the next 10 years.
 - Forecast current workforce skill level to meet as many of the skill levels anticipated over the next 10 years.
 4. Workforce Planning: 6- Forces Diagram (Strategic Planning)
 - Project impact:
 - wages by skills sets;
 - job desirability factors;
 - potential for upward mobility;
 - measure potential labor supply by projecting age cohort local and regional;
 - measure potential labor supply coming from:
 - Underemployed
 - Non-employed
 - Entitlement programs
 - **Level II: WORKFORCE & ECONOMIC ASSETS AND LEAKAGES**
 1. Survey Industry Needs for Hiring
 2. Determine Capacity Support Needs
 3. Survey Training Needs
 - Internal – Training, Staffing Development
 - External – Service Providers (apprentice providers and future providers)
 4. Assess and Evaluate impact of quality and standard of living.
 - **Level III: SYSTEMS AND STRUCTURES**
 1. Performance Audit (model after One-Stop Career Center performance audit)
 2. Impact of Governance Structures & Relationships (cross planning assurances)
Apply Collaboration Framework.

- **Level IV: EXTERNAL AND REGIONAL ISSUES**

Other issues related to growth are wages, increase in construction trades training. The group will continue to address the labor impact through several workforce strategies.

IX. FEDERAL AND/OR LOCAL LEGISLATION NEEDED TO FULFILL MANDATES

The current challenges reaffirm the need to focus on investment priorities to achieve the Governor's vision of a quality workforce. Furthermore, the renewed goals and objectives provide a much clearer and broader framework for addressing the current growth issue and the demands to have a skilled and prepared workforce. Guam is currently putting plans into action that prioritize the investments through much needed leveraging and resourcing across the private sector and public sector workforce systems. Several discussions with the Governor's Chief of Staff, legislators, private and public employers has prompted strategies for creating legislation and/or executive orders that address the growth issue and provide for short and long term solutions to Guam's workforce shortages. These discussions center around the governor's vision and allows for the team to develop strategies for achieving economic security and sustainability.

Public Law 28-142 was signed into law on July 18, 2006 by Governor Felix Camacho. This law outlines an act to add a new Chapter 44 to Division 3 of Title 22 Guam Code Annotated to create a Guam Registered Apprentice Program (GRAP) and to Authorize the Department of Labor to contract with businesses pursuant to U.S. Department of Labor, Bureau of Apprenticeship and Training Program Standards, and to provide employer incentives for the development of a skilled workforce.

The intended purpose and objectives of the law and these Rules and Regulations is to establish the best possible method for developing employee skills through a formalized apprenticeship training system that is proven to be cost effective, goal oriented, and designed to meet the specific skill needs of the employer.

OVERVIEW OF PROPOSED GUAM APPRENTICESHIP LAWS

Current Oversight: All apprenticeship programs in Guam are currently approved by the United States Department of Labor, Office of Apprenticeship located in Honolulu, Hawaii. Approval of the Guam Apprenticeship Laws by USDOL and the 29th Guam Legislature will result in the following changes:

Guam Apprenticeship Agency/Council:

- Establish the Guam Apprenticeship Agency, a division of the Guam. Department of Labor to oversee the registered apprenticeship in Guam;
- Establish a State Apprenticeship Council (SAC) that will serve as an advisory to the Director of Labor on all apprenticeship matters;
- SAC membership will comprise equal members of labor and management who are knowledgeable of the apprenticeship system; a member of the general public; Guam Community College and USDOL as non-voting members (ex-officios);
- Guam Apprenticeship Agency Staff will be responsible for marketing the Guam registered apprenticeship system to employers and the community as a whole; conduct compliance review to ensure that programs are being administered in accordance with apprenticeship laws; establish linkages with other entities to augment the promotion of apprenticeships in demand-driven industries.

Duties of the Council:

- Establish standards for apprenticeship agreements in compliance with the Guam apprenticeship laws;
- Provide assistance for the development of on-the-job training programs in non-apprenticeable occupations;
- Encourage and promote the creation of apprenticeship agreements that comply with the standards established by the Guam Apprenticeship Laws
- Register apprenticeship agreements that comply to the standards established;
- Keep a record of apprenticeship agreements and upon satisfactory performance thereof, issue certificates of completion to participants;
- Terminate or cancel any apprenticeship agreements that do not comply with the rules set forth in the law;
- Bring about the settlement of differences arising out of the apprenticeship agreement where the differences cannot be otherwise adjusted locally;
- Recommend such rules and regulations as needed to carry out the intent and purpose of the Guam apprenticeship laws;
- Appoint personnel to carry out the functions required under the Guam Apprenticeship Agency;
- Perform other duties as needed to carry out the intent and purpose of the Guam Apprenticeship Law.

Role in training the local workforce to help meet the demands of the Military buildup in Guam:

- Provide Guam's local workforce with on-the-job training and applicable classroom instruction in order to gain the skills necessary to succeed in an increasingly competitive market, (equating to better paying jobs and a better quality of life);
- Address the labor demands of Guam's growing economy;
- Demonstrate to the federal government Guam's commitment to play an active role in the anticipated military buildup;
- Provide employers with local workers who have necessary skills and training, discourage dependence on foreign hires;
- Strengthen the island's capacity as a viable, competitive workforce in the region;
- Local apprenticeship stakeholders can take ownership of the Apprenticeship System as members of the State Apprenticeship Council;
- The opportunity for inter-agency collaboration between the Apprenticeship agency, AHRD, GES and One Stop Career Center partners, and Alien Labor Certification and Processing Division;
- Opportunity to expand the Guam Apprenticeship Agency program to other demand-driven industries through marketing and outreach efforts;
- Opportunity to align the Guam Apprenticeship Agency with the Guam Public School System (GPSS) to establish "pipeline" pre-apprenticeship program at the high school level;
- Opportunity for the State Apprentice Council to collaborate with Guam Community College and University of Guam on workforce agenda;

- Accessibility and immediate availability of the Guam Apprenticeship Agency staff for program sponsors, thus improving timeliness of service;
- Strengthen the ability for the Guam Department of Labor to offer a full range of services to employers and job seekers.