



**Combined Strategic Workforce  
Development Plan**

**Strategic Planning Elements**

**2024-2027**

## **b. State Strategic Vision and Goals**

The Unified or Combined State Plan must include the State's strategic vision and goals for developing its workforce and meeting employer needs in order to support economic growth and economic self-sufficiency. This must include—

### **1. Vision**

Describe the State's strategic vision for its workforce development system.

*Guam's vision is to expand economic opportunities for job seekers and promote a flexible, innovative, and effective workforce system within the island's economy.*

To accomplish this, Guam ensures the continued development of data-driven goals for preparing an educated and skilled workforce; expands economic opportunity, prosperity, and partnerships for the people of Guam; and continues to promote workforce development activities and collaboration that support its strategic goals with economic development and coordination with the private sector.

### **2. Goals**

Describe the goals for achieving this vision based on the analysis in (a) above of the State's economic conditions, workforce, and workforce development activities. This must include—

(A) Goals for preparing an educated and skilled workforce, including preparing youth and individuals with barriers to employment<sup>8</sup> and other populations.<sup>9</sup>

(B) Goals for meeting the skilled workforce needs of employers.

[8] Individuals with barriers to employment include displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; individuals with disabilities, including youth who are individuals with disabilities; older individuals; ex-offenders; homeless individuals, or homeless children and youths; youth who are in or have aged out of the foster care system; individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; eligible migrant and seasonal farmworkers (as defined at section 167(i) of WIOA and Training and Employment Guidance Letter No. 35-14); individuals within 2 years of exhausting lifetime eligibility under the Temporary Assistance for Needy Families Program; single parents (including single pregnant women); and long-term unemployed individuals.

[9] Veterans, unemployed workers, and youth and any other populations identified by the State.

#### **Goal Areas:**

1. Increase the earning capacity of Guam's workforce system by maximizing access to employment.
2. Increase the earning capacity of employees by providing access to and use of skills and credentials/credentialing (boot camps).
3. Increase Guam's workforce development collaboration with partner programs and resources to better serve employers and job seekers.
4. Increase the earning capacity of Guam's employers and job seekers by working with out-of-school youth (OSY) through partner programs and eliminating barriers to employment.
5. Identify new industry partnerships that lead to real, good jobs.

Sector Strategies:

1. Address current and emerging skill gaps in industries that are major job providers.
2. Provide a means to engage directly with industries across traditional boundaries.
3. Create a better alignment with WIOA workforce development programs, partner programs, and resources to better serve employers and job seekers.
4. Utilize braiding and blending by working together with the three funding sources identified in TEGL 4- 23:
  - a. BIL – Bipartisan infrastructure law, also known as the infrastructure investment and jobs act (iij a)
  - b. CHIPS ( Creating Helpful Incentives to Produce Semiconductors (and science) act
  - c. IRA – Inflation Reduction Act

3. Performance Goals

Using the tables provided within each Core Program section, include the State's expected levels of performance relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) of WIOA. (This Strategic Planning element only applies to core programs.)

GUAM's Performance Goals

WIOA Title I Adult/Dislocated Worker/Youth	Employment Rate – 2 <sup>nd</sup> Qtr after Exit	Employment Rate – 4 <sup>th</sup> Qtr after Exit	Median Earnings	Credential Attainment Rate	Measurable Skills Gain
Adult – Negotiated Targets	56.0%	51.0%	\$6,152	\$70.0%	73.0%
Adult - Actual	67.0%	61.3%	\$5,828	69.2%	79.8%
Dislocated Worker – Negotiated Targets	71.0%	60.0%	\$8,000	70.0%	70.0%
Dislocated Worker – Actual	81.8%	81.8%	\$6,630	83.3%	70.0%
Youth – Negotiated Targets	65.0%	60.0%	\$5,200	65.0%	65.0%
Youth – Actual	62.5%	100.0%	\$4,810	-	80.6%
Wagner-Peyser	Employment Rate – 2 <sup>nd</sup> Qtr after Exit	Employment Rate – 4 <sup>th</sup> Qtr after Exit	Median Earnings		
Negotiated Targets	67.0%	64.0%	\$7,400	-	-
Actual	80.1%	87.2%	\$8,050	-	-

#### 4. Assessment

Describe how the State will assess the overall effectiveness of the workforce development system in the State in relation to the strategic vision and goals stated above in sections (b)(1), (2), and (3) and how it will use the results of this assessment, which may include evaluation findings, and other feedback to make continuous or quality improvements.

The Guam Workforce Development Board's approach will include an in-house assessment of grant programs through surveys of participants, participating businesses and training providers to determine:

1. The effectiveness of state workforce development system?
2. The impact on industry standards in workforce training?
3. The effectiveness and outcomes of each of our programs?

#### c. State Strategy

The Unified or Combined State Plan must include the State's strategies to achieve its strategic vision and goals. These strategies must take into account the State's economic, workforce, and workforce development, education and training activities and analysis provided in Section (a) above. Include discussion of specific strategies to address the needs of populations provided in Section (a).

1. Describe the strategies the State will implement, including industry or sector partnerships related to in-demand industry sectors and occupations and career pathways, as required by WIOA section 101(d)(3)(B), (D). "Career pathway" is defined at WIOA section 3(7) and includes registered apprenticeship. "In-demand industry sector or occupation" is defined at WIOA section 3(23)

2. Describe the strategies the State will use to align the core programs, any Combined State Plan partner programs included in this Plan, required and optional one-stop partner programs, and any other resources available to the State to achieve fully integrated customer services consistent with the strategic vision and goals described above. Also describe strategies to strengthen workforce development activities in regard to weaknesses identified in section II(a)(2)

The Unified or Combined State Plan must include the State's strategies to achieve its strategic vision and goals. These strategies must take into account the State's economic, workforce, and workforce development, education and training activities and analysis provided in Section (a) above. Include discussion of specific strategies to address the needs of populations provided in Section (a).

### **Continuity of Government of Guam Strategies and Community Framework Alignment**

#### **Guam Green Growth**

Members of the "Guam Green Growth" Working Group" also known as G3 remain committed to the Sustainable Development Goals (SDGs) and have since re-grouped to discuss the Action Framework going forward. Other islands also commit to the U.N. SDGs as part of the Local 2030 Islands Network. The network aims for local implementation of the U.N. SDGs and connects communities with the global effort to advance sustainable development goals. The network engages island partners committed to advancing locally driven models for sustainability to set culturally informed priorities, integrate climate goals, measure and track progress, and implement concrete actions. Efforts are ongoing for the 17 Strategic Development Goals (SDGs)

with the Guam Green Growth (G3) inspiration that are applicable to workforce strategies. The Workgroup is comprised of representatives from the government of Guam, the private sector and other business organizations to include NGOs who are involved in workforce development.

The Guam Workforce Development Board (GWDB) follows the provisions of the WIOA P.L. 113-128 landmark legislation requiring jurisdictions that receive Federal funds to develop a combined four-year strategic plan folding service delivery point. This comes with the inclusion of the Wagner-Peyser Act provisions for employment services.

In line with WIOA, the Guam Workforce Development Board's (GWDB) mission is to facilitate, advocate, and allocate resources for workforce solutions, resulting in employer engagement and improved quality of life in Guam. The Board's Vision thrives in a regional economy supported by diverse employment opportunities and a highly trained and sustainable workforce. Its strategy is to grow a strong network of business partners/local employers that consider Guam's One-Stop Delivery System and American Job Center (AJC) their first choice for employment and training services.

The Guam Green Growth (G3) working group has reconvened the meetings for members of the G3 creativity originally formed in 2020 and consists of public-private partnerships for the 17 UN Sustainable Development Goals (SDGs). The group is now known as the G3 Educated, Capable, and Compassionate Island. (ECCI) and have prepared an Action Framework Matrix outlining the Goals to be accomplished as well as "SMART" Objectives, Action Items and Metrics. Other island nations have also joined in this initiative to achieve a sustainable future for Guam and is part of the Local 2030 Islands Network.

The Guam Department of Labor (GDOL) is the Action Lead department along with other partners for the following Strategic Development Goals (SDGs):

## **10+ YEARS GOALS**

### **Category: SKILL TRAINING AND JOB PREPAREDNESS**

#### **Goal: Reduce Guam poverty rate by 3 percent by 2025 through increased skill training and job preparedness programs**

3-5 Year "SMART" Objectives:

Increase accessibility to skill and job training for employment, as well as higher education opportunities for high school graduates and unemployed individuals;

Increase skill levels of lower income employees to next tier.

Action Items:

Conduct public outreach to the community (targeted group) on the trainings and education programs and scholarships that are available locally to build skill capacity through the Guam Trades Academy, the Guam Community College and the University of Guam via the Pell Grant and first time college student program and through the WIOA;

Guam Marianas Training Center to increase employment income of lower wage employee and to increase the number of first time college degrees recipients in Guam's households and to increase the number of high school graduates obtaining a college or associate degree and/or vocational certificate.

Metrics:

Baseline: FY2019 SNAP recipients age 18-59

Decrease in the unemployment rate (Dept. of Labor baseline data)

Increase employment income of lower wage employees (Dept. of Labor baseline data)

Increase number of first time college degrees in Guam's household (UoG and GCC data)

**Goal: Increase the number of people earning industry credentials**

3-5 Year "SMART" Objectives: By 2025, the percentage of people earning industry credentials will increase.

Action Items:

Define life and career skills that need to be measured with grade levels K-12 in mind;

Expand, establish, and implement measuring tools that help develop key skills such as work ethics, values, etc.

Metrics:

Using FY2021 data from all relevant credential-issuing institutions, establish the baseline data on the number of adults with industry credentials, and then monitor the number and percentage increase of this statistic every year.

**Category: DECENT WORK AND ECONOMIC GROWTH**

**Goal: Protect labor rights and promote safe and secure working environments for ALL workers on Guam**

3-5 Year "SMART" Objectives:

Begin a "Know Your Rights" campaign, to empower employees with the knowledge of fair treatment in the workplace, specifically with our minority populations and certain ethnic groups with language barriers.

Develop an educational program for middle and high school students on youth employment awareness.

Build and develop public and private partnerships to ensure the EEO information is administered.

Action Items:

Work with GDOL's Fair Employment Office to provide public policy information and extensive outreach and trainings to Guam business owners. The public policy information will consist of print materials and massive online content in regards to the following:

Protect the civil rights of all individuals who seek, have access to, obtain, and hold employment without discrimination because of race, religious creed, color, national origin, ancestry, physical handicap, medical condition, marital status, sex and/or age.

Continual Outreach with Labor Clinics, GDOL website updates, and Business visits to offer guidance and foster lawful best practices on Equal Employment Opportunity (EEO) concerns.

Significantly decrease the number of discrimination and retaliation cases from employers to their employees.

## Goals:

**Encourage Guam's labor pool who COULD enter the workforce but CHOOSE not to be incentivizing.**

**Increase wages across the industries to retain and attract local talent.**

**Ensure to recruit and grow Guam's local talent pool to remain on island.**

3-5 Year "SMART" Objectives:

Encourage lawmakers to expand on P.L. 35-38 or create a new law that will raise the minimum wage after March 2021 pursuant to P.L. 36-1, to more than \$9.25 per hour. This is to hopefully incentivize Guam's untapped labor pool to get to work with a higher minimum wage and earn above entry level earnings. That every hour not working is a high hourly wage not earned.

Welcome the opportunity to get those who are unemployed, qualified and trained to fill open and much needed H-2B positions in construction, healthcare, and education (Guam's largest outsourced industries) by incentivizing apprenticeship, lifetime skills training and a high hourly wage.

Support Guam's talent, skilled labor pool and yearly graduates by ensuring Guam has sufficient job availability throughout all industries.

Action Items:

Raise the minimum wage to \$10.25 after March 2021 and then to \$11.25 after March 2022.

The government and its partners will engage systematic outreach to industry and business stakeholders to create a community-wide understanding of the need and importance of specific career and educational requirements to improve productivity and employability of local and regional workers.

Campaign and pursue aggressive outreach to "Hire Local" with Guam's biggest industries: hotels and restaurants, retail, and construction.

Have uniformed branding approach to hiring and training local with Guam Visitors Bureau (GVB), the Guam Department of Labor American Job Center (GDOL/AJC), Guam Economic Development Authority (GEDA), Guam Department of Education (GDOE), Guam Community College (GCC), University of Guam (UoG) and the Governor's Office.

Identify funding to expand training opportunities beyond entry level employment so that the pay of these individuals is closer to the national average.

Metrics:

Utilizing Guam Department of Labor's (GDOL) Fair Employment Division data

Continue to ensure employers are accountable for proper treatment of their employees

To include Employment Rights Awareness for individuals in the workforce

Utilizing the GDOL Bureau of Labor Statistics (BLS) report to decrease the 23% of the unemployed civilian labor force who choose not to work to 20%. (Note: the 23% is not inclusive of those who are underemployed such as retirees, persons with disabilities and students aged 16-18.

Hire Local Campaign