



Governor's Executive
Workforce Board

Board Meeting

December 9, 2014

The Vern Riffe Center for Government & the Arts
77 South High Street, 31st Floor
Columbus, Ohio 43215



Governor's Executive Workforce Board

John R. Kasich, Governor of Ohio
R. Blane Walter, Chair

Governor's Executive Workforce Board

John R. Kasich
State of Ohio

R. Blane Walter (Chair)
Talisman Capital Partners

Dennis A. Nash (Vice Chair)
Kenan Advantage Group

Mike Archer
Pioneer Pipe/Pioneer Group

John E. Barnes, Jr.
Ohio House

Bill Beagle
Ohio Senate

Brian P. Benyo
Brilex Industries Inc.

Roy A. Church
Lorain County Community College

Janet Weir Creighton
Stark County Commission

Tim Derickson
Ohio House

Dennis Franks
Pickaway Ross Career and
Technology Center

Lou Gentile
Ohio Senate

Vicki Giambone
Children's Medical Center
of Dayton

Louise Gissendaner
FifthThird Bank

Amanda Hoyt
Faith in Public Life

Phillip L. Parker
Dayton Area Chamber
of Commerce

Albert B. Ratner
Forest City Enterprises, Inc.

Doug Reffitt
Indiana/Kentucky/Ohio
Regional Council of Carpenters

Jamie Regg
General Electric Aviation

Patrick Sink
International Union of
Operating Engineers

Richard A. Stoff
Ohio Business Roundtable

David Whitehead (Retired)
FirstEnergy

David Wynn
BASF Corporation

Thomas F. Zenty III
University Hospitals

Governor's Executive Workforce Board Tuesday, December 9, 2014

1:00 – 3:00 p.m.

Riffe Center

77 South High Street, 31st Floor, South B & C
Columbus, OH 43215

1:00 p.m.

Welcome and Opening Remarks – Blane Walter, Chair

- Review and Accept Minutes
- Local Workforce Challenge

1:10 p.m.

Ethics Policy Review – Jonathan Stock, Development Services Agency

1:15 p.m.

Accomplishments and Goals for the Future – Dawn Larzelere

- 2014 Annual Report
- 2015 Strategic Plan

1:30 p.m.

Direct Employer Services

Overview of JobsOhio's new customized workforce program
Kristi Clouse, JobsOhio
Kenny McDonald, Columbus 2020

1:45 p.m.

Workforce Delivery System Reform

Update on Workforce Success Measures – Commissioner Janet Creighton
Jennifer Meek Eells, Workforce Investment Board, Stark County
Mary Murphy, Lorain County Community College, ABLE and Adult Career Tech
Daryl Revoldt, Stark State Community College

2:15 p.m.

Workforce Delivery System Reform

Review Federal Workforce Investment & Opportunity Act – John Weber

2:30 p.m.

Work Group Updates

- Business Engagement
- Education and Training
- Veterans
- Youth

3:00 p.m.

Meeting Adjourned – Blane Walter

Future Meeting Dates:

Tuesday, March 10, 2015

Tuesday, June 9, 2015

Tuesday, September 8, 2015

Tuesday, December 8, 2015

GOVERNOR'S EXECUTIVE WORKFORCE BOARD

September 9, 2014

77 South High Street, 31st Floor

South B&C

Columbus, OH 43215

The Governor's Executive Workforce Board (Board) meeting convened at 1:06 p.m. on Tuesday, September 9, 2014. This Board was created under the Governor's Executive Order 2012-02K, pursuant to Ohio Revised Code Section 6301.04.

Members Present:

R. Blane Walter
Mike Archer
Brian Benyo
Roy Church
Cynthia Dungey
Dennis Franks
Phillip Parker
Doug Reffitt
Patrick Sink
Richard Stoff
David Whitehead
Tom Zenty

Staff Present:

Mark Birnbrich
Michael Evans
Tracy Intihar
Jacob Larger
Dawn Larzelere
Christine Morrison
John Weber

Ohio General Assembly Members:

John Barnes
Bill Beagle
Tim Derickson

Opening Remarks:

Chairman Blane Walter opened the meeting and welcomed the members of the board. He suggested that the board take a few moments of silence to remember Ralf Bronnenmeier who died in a plane crash on July 27th. He expressed his gratitude for Ralf's service and commitment to the board and expressed sympathies to Ralf's family, friends and co-workers at Grob Systems in Bluffton.

Chair Walter asked members to review the June 10, 2014, meeting minutes. There were no questions or comments. The minutes were approved.

Chair Walter also welcomed Dawn Larzelere, the director of the Office of Workforce Transformation, to her first workforce board meeting in her official capacity. He also welcomed two new board members: Mike Archer, President and CEO of Pioneer Pipe in Marietta, Ohio, and Brian Benyo, President and CEO of Brilex Industries in Youngstown.

Local Workforce Challenge:

Chairman Walter thanked board members who accepted his “local workforce challenge” from the June board meeting and asked for updates on members’ efforts to outreach to local workforce partners.

Tom Zenty provided updates on meetings he had with Grace Kilbane and Quinten McCorvey, executive director and chair, respectively, of the Cleveland/Cuyahoga OhioMeansJobs Center. He also met with Jill Rizika, executive director of Towards Employment. These contacts reinforced his belief that one of the most significant challenges in the workforce system today is the mismatch and disconnect between the job openings and the number of people qualified for the jobs. He believes the board and the Office of Workforce Transformation (OWT) should focus on demand and supply and how we can help businesses find the workers they need.

Mike Archer commented on the work at his company to partner with local schools to educate students on the job opportunities in their area. Mr. Archer and Dr. Roy Church commented that businesses need to be actively engaged in the recruitment of talent to training programs and job opportunities. Dr. Church shared a local example of a partnership Lorain County Community College has with First Energy to develop curriculum for technical workers and to help recruit individuals into the program.

Workforce System Reform, Unified State Plan:

Dawn Larzelere introduced the next topic of discussion – workforce system reform detailed in a unified state plan. With an eye to the strategic priorities of OWT endorsed by the board, much work has been done in recent months to better align and reform the programs in our workforce delivery system. Ms. Larzelere welcomed the panel of guests including Christine Morrison, assistant director, OWT, Jerry Brockway, Ashtabula County Technical and Career Campus, Kat Cochrane-Yamaguchi, Godman Guild Association, and Rosie Picklesimer, Community Action Organization of Ohio, Inc.

Christine Morrison reviewed the important work our stakeholder groups. Stakeholders met in separate groups (one each for Perkins, ABLE and WIA) beginning in May and continuing through June. The groups prioritized the impact on the consumer, both the job seeker and the business looking for workers. The groups identified criticisms/challenges and policy goals.

In July, combined stakeholder meetings were organized to share ideas and suggestions and to identify “aligned” reforms. The participants also began to add more detail to the reform concepts.

Formal regional hearings to seek additional feedback and comments from the public are being planned for later this fall. A unified state plan, detailing at a high-level these agreed-upon reforms, will be submitted to the federal government at the end of the year. Implementation teams are being organized around the key reforms to begin to address next steps and implementation deadlines. Deadlines to have the reforms in place will be carefully considered.

Dr. Jerry Brockway, a career technical school superintendent from Ashtabula, highlighted the proposed reform to increase job-readiness and soft-skill training. He shared that the reforms could include a uniform curriculum and better coordination at the local level to improve efficiencies and increase access to these critical programs. Dr. Brockway also discussed the proposed reform to increase access career counseling. He suggested that this reform could be achieved by sharing counseling resources at the local level across programs and providing information about the region’s most in-demand jobs.

Rosie Picklesimer, a local Workforce Investment Board director from Southern Ohio, provided an update to the board on the recommendation to create a common case management system to share information across programs. She shared the realities of the challenges today that force clients and program staff to use multiple applications and assessments. The main benefit of a common case management system is that the jobseekers and staff will have quick access to important information about the services an individual has already received and focus can be directed to training, counseling and other support services.

Kat Cochrane-Yamaguchi, an ABLE provider from Central Ohio, talked about the value of a common in-take application and common assessment strategy. She shared a story about the challenges she has seen with students who have to complete multiple applications and repeat the exact same assessments. Ms. Cochrane-Yamaguchi commented that using common assessments and sharing the information will help all programs better understand the needs of the customers.

Phil Parker shared that he liked the focus of the list and encouraged a focus on implementation. Richard Stoff also commented that he appreciated a reasonable list of improvements and reforms and encouraged the parties focus attention on execution. Rep. John Barnes shared his thoughts on the importance of listening to the people in the field who are delivering services.

Workforce Success Measures:

Chair Walter moved to the next item on the agenda, workforce success measures. Mr. Walter welcomed Josh Hawley from the Ohio Education Research Center at The Ohio State University and Rick Kleban with Radiant Strategies to provide an update on the dashboard and some initial findings.

Mr. Hawley shared that the aligned metrics for Ohio's programs closely mirror the measures identified by the federal government in the Workforce Innovation and Opportunity Act: skills gain, employment, wages and employment satisfaction.

Mr. Hawley shared important data highlights including:

- During the years 2009-2012, there were 70,000 completers annually across the four programs (ABLE, WIA, Perkins and State Aid and Scholarships)
- Of the ABLE completers, only 10 percent completed a GED within a year
- 83 percent of adult career tech completers get a credential in a year
- 43 percent of higher education students receiving state aid get a degree/credential in a year
- For the WIA program, five percent these completers go on to get an adult career tech credential or degree within one year
- Ten percent of WIA youth were enrolled in college program after 2 and 4 quarters of program exit
- For wage outcomes, the programs showed distinct variety. Wages are highest for adults who are in the WIA adult and dislocated workers program and lowest for adults in the ABLE program.
- For employment, the data shows that 75 percent of those completing adult career tech programs get a job.
- Post-program employment for WIA and ABLE is slightly lower, 50-59 percent for WIA and 50-55 percent for ABLE who obtained a GED.
- For business satisfaction, we measure job retention. Across all programs, between 44-72 percent of all program completers worked for the same employer in the 2nd and 4th quarters following completion.

Mr. Kleban shared the most recent screen shots of the actual dashboard that will showcase the data that has been collected and analyzed from the programs.

The board discussed the value of comparing the data against a control group of individuals who are not in the state programs. Board members asked technical questions about the data and expressed support and excitement for having this empirical data demonstrating the successes and best practices in our programs.

Industry Workforce Alliance Proposals:

Dawn Larzelere and John Weber provided an overview of Industry Workforce Alliance Partnership Grant Award Recipients resulting from an RFP issued this summer. Ms. Larzelere shared that helping business address workforce shortages is an important charge of the Governor's Office of Workforce Transformation and the board. She shared that after identifying 196 in-demand jobs in Ohio, we now begin the important work of expanding the talent pipeline in areas of critical need at the local level.

The awardees will increase training opportunities by enhancing existing career pathway development and training for Ohio's in-demand jobs.

Award recipients include:

- **Southwest Ohio** – Partners for a Competitive Workforce, with a focus on transportation and logistics careers
- **Northwest Ohio** – Allen Economic Development Group, prioritizing manufacturing
- **Northeast Ohio** – Mahoning Valley Manufacturers Coalition, supporting manufacturing jobs
- **Western Ohio** – Montgomery County Department of Community and Economic Development, focusing on logistics career pathways and occupations
- **Central Ohio** – Insurance Industry Resource Council, working to increase individuals receiving training for insurance jobs
- **Southeast Ohio** – Appalachian Ohio Health Professions Pathways, helping unemployed and underemployed Ohioans find work in the health care industry
(The award was announced by the Department of Job and Family Services in October)

OhioMeansJobs and OMJ K-12:

Ms. Larzelere shared usage statistics for OhioMeansJobs.com for individuals and businesses. She also provided a brief update on the roll-out of the OhioMeansJobs.com tool launching this fall in Ohio's K-12 schools. Ms. Larzelere shared some highlights of the important tools we are offering to younger students to help them explore and plan for their careers.

Closing Remarks:

Recognizing time constraints, Chair Walter reminded the board members that detailed updates on each work group are listed in the board book. The meeting was adjourned at 2:50 p.m.

PLEASE NOTE: The September 9, 2014, board meeting can be viewed in its entirety at <http://workforce.ohio.gov/Board.aspx>.



OHIO ETHICS COMMISSION

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THE OHIO ETHICS LAW OUTLINE

I. INTRODUCTION TO OHIO'S ETHICS LAW

A. Purposes of the Ethics Law:

- Protect the public from the financial, family, or business conflicts of its public servants
- Encourage impartiality in governmental decisions by restricting public actions on matters in which public officials and employees have direct and definite conflicts of interest
- Promote citizen confidence in the actions of public agencies

B. Ethics Law History:

- Created by the General Assembly in 1973
- Found in Ohio Revised Code Chapter 102 and R.C. 2921.42, 2921.421, and 2921.43
- Established the Ohio Ethics Commission, and two similar state ethics agencies in the Legislature and Judiciary, to oversee all within the three branches of government
- Ethics Commission is one of nearly 40 similar state ethics boards and commissions

C. The Ethics Commission Oversees:

- All state and local public officials and employees (except legislative and judicial members)
- Private parties and corporations who do business with public offices

D. The Ethics Law:

- Requires personal financial disclosure to identify and protect against conflicts;
- Restricts unethical conduct through laws that have criminal sanctions; and
- Allows uniform review and guidance regarding ethics issues.

II. THE OHIO ETHICS LAW – A WORKING UNDERSTANDING

General Rule: Whenever the interests of the public official or the public official's family or business associates are present in an issue before the public official, there is an ethics question.

A. General Public Protections – The Ethics Law contains *criminal* restrictions to:

- Restrict participation in public matters involving direct and definite personal, family and business interests of a public official or employee;
- Limit compensation for public duties to their public employer;
- Restrict personal, family, and business interests in public contracts;
- Prohibit nepotism in public hires and services;
- Condition former officials and employees' post-employment activity;
- Control the disclosure of confidential information, and;

- Provide protections against influence peddling in public agencies for personal benefit.

B. Conflict of Interest and Supplemental Compensation – R.C. 102.03(D), (E), (F), 2921.43

- **Core of Ethics Law restrictions that often appear together in analysis and violations. Ethics Law does not replace, but supplements, bribery and theft prohibitions. No quid pro quo required.**

1. R.C. 102.03(D):

- a. Prohibits a public official's *active use of authority to secure* anything of value that could have a substantial and improper influence on the official. Includes voting, discussing, deliberating, or formally or informally lobbying on matters of conflict [OEC [2007-01](#)].
- b. Not necessary that thing of value is received by the official—could be received by family member or business associate.

2. R.C. 102.03(E):

- a. Prohibits a public official's *acceptance or solicitation* of anything of value that could have a substantial and improper influence on the official [OEC 2001-03]. A thing of substantial value from an improper source would have a substantial and improper influence.
- b. Anything of value includes money, goods, *future employment*, interest in realty, and every other thing of value [R.C. 1.03].
- c. Improper sources include parties doing or seeking to do business with, regulated by, or interested in matters before a public agency [OEC [2003-03](#)].
- d. Receipt or acceptance alone creates potential violation [OEC [2001-03](#)].

3. R.C. 102.03(F):

- a. Prohibits a private party from *giving or promising* anything of value. [OEC [2008-01](#)]
- b. Prohibited regardless of whether official solicits the item.

4. Application to issues of:

- a. Employment: A public official is prohibited from soliciting, accepting, or using his position to seek employment from “improper” sources unless the official can withdraw from participating in any actions that affect the prospective employer and his abstention is approved by supervisors, where required. Official must withdraw from participation in official matters if attempting to secure, or approached about, employment [OEC [2008-02](#)]
- b. Travel, meals, and lodging: A public official cannot accept anything of value, including travel, meals, and lodging, from an improper source. [OEC [2001-03](#)]
- c. Gifts: Cannot accept gifts from any party that is doing or seeking to do business with, regulated by, or interested in matters before the public agency [OEC [2001-04](#)].

5. R.C. 102.03(G): Campaign Contributions not ordinarily governed under Ethics Law, unless another violation of law. [OEC [2002-03](#); see also R.C. 2921.43 below].

6. **R.C. 102.01 (H)(1) – Honoraria:** Most public officials and employees who file financial disclosure are prohibited from receiving honoraria [OEC [99-003](#)].
7. **R.C. 2921.43 - Supplemental Compensation:**
 - a. Prohibits the acceptance or giving of any compensation, other than allowed by law, for the performance of any public duty or responsibility. Separate notion of conflict; attempt to prohibit the conflict inherent in being compensated by dual employers. Public and private sectors *both* subject to supplemental compensation prohibitions [OEC [2008-01](#)]
 - b. Prohibits the coercion of a campaign contribution [State v. Conese (2004), 102 Ohio State 3d 435]
8. **R.C. 102.03(C) - Licensing Conflicts:** Bars participation in license or rate-making where public official or immediate family members (spouse residing with official and any dependent children) own more than 5 percent.

C. Public Contract Restraints - R.C. 2921.42 and R.C. 102.04(B)

1. **R.C. 2921.42: Five restrictions; The three most common are:**
 - a. Public officials cannot secure public contracts for himself, family member, or a business associate (includes hiring a family member into public employment) [OEC [79-005](#); [98-004](#)].
 - b. Public officials cannot have an interest in profits or benefits of a public contract entered into by a public agency with which he is “connected” [OEC [2008-04](#)].
 - c. Public official cannot profit from a public contract he approved or that was authorized by a body of which he was a member unless the contract was competitively bid and awarded to the lowest and best bidder [OEC [88-008](#)].
2. **R.C. 2921.42(A)(2) - Investing Public Funds:** Public officials cannot secure the investment of public funds in any share, bond, mortgage, or other security, if he, a member of his family, or any of his business associates either has an interest, is an underwriter, or receives any brokerage, origination, or servicing fees.
3. Public contract includes public purchases or acquisitions of any property or service, including employment, grants, or improvement or maintenance of public property [OEC [87-002](#); [89-006](#)].
4. **Exceptions:**
 - Stockholding below 5 percent; with an affidavit.
 - Four-part exception—*All four must exist* and the burden is upon official to demonstrate:
 - Necessary supplies or services;
 - Unobtainable elsewhere for the same or lower cost or continuing course of dealing;
 - Equal or preferential treatment given agency; and
 - Arm’s length, full disclosure, no participation [OEC [2000-02](#)].

5. **R.C. 102.04(B)**: Restricts state employees from conducting business with any state agencies except through competitive bidding. (See F(5)(b) below for R.C. 102.04(D) exception) [OEC [2004-04](#)].

D. Post-Employment and Representation Restrictions – R.C. 102.03(A), (B), and 102.04

1. **R.C. 102.03(A)(1)**: Revolving door prohibitions on a public official, during public service and for one year afterwards, from representing anyone on any matter in which he personally participated while he was a public official [OEC [2004-04](#)].
2. **Statutory Definitions:**
 - a. Matter includes any case, proceeding, application, determination, issue, or question [OEC [99-001](#)].
 - b. Personal participation includes decision, approval, disapproval, recommendation, the rendering of advice, investigation, or other substantial exercise of administrative discretion, including supervision [OEC [91-009](#)].
 - c. Representation is formal or informal appearance before, or any written or oral communication with, *any* public agency [OEC [86-001](#)].
3. **Exceptions:**
 - Not prohibited from representing public agency the official formerly served.
 - New matters and matters in which public official did not participate; prohibition is tied to personal participation.
 - Ministerial functions - Not prohibited from performing functions like filing or amending tax returns, incorporation papers, and similar documents.
 - Proposal, consideration, or enactment of statutes, rules [OEC [2004-04](#)].
4. **R.C. 102.03(B) – Confidentiality**: Lifetime prohibition on disclosure of confidential information both during and after leaving public position [OEC [93-012](#)].
5. **R.C. 102.04(A) - Representation and Influence Peddling**
 - a. Prohibits state officials from receiving compensation directly or indirectly, other than from own public agency, for any service rendered personally on any case, application, or other matter before any public agency [OEC [93-010](#)].
 - b. **R.C. 102.04(D)**: Exemption applies to non-elected employees who render services before, or sell goods and services to, state agencies other than the agency they serve [OEC [93-010](#)].

III. THE OHIO ETHICS COMMISSION AND REMEDIES AVAILABLE

A. Composition:

- The Commission is a bipartisan body comprised of six members who are appointed by the Governor and subject to confirmation by the Senate. The members serve staggered, six-year terms, and are compensated \$75 per meeting, to a maximum of \$1800 per year.
- The Ethics Commission employs an Executive Director who supervises a staff of 21 that carries out the duties of administering the Ethics Law on a day-to-day basis.

B. Statutory Responsibilities of the Ohio Ethics Commission:

1. **Advice:** The Commission possesses the unique authority to interpret and provide advice regarding the Ethics Law to public servants before they act. The Commission's written advisory opinions provide immunity to those who follow the advice. The Commission annually responds to hundreds of written requests and an average of 3,000 telephone calls from officials, agencies, counsel, and the general public.
2. **Education:** The Commission provides free ethics education and informational materials related to ethics, conflicts of interest, and financial disclosure. Commission staff annually conducts approximately 200 educational and informational sessions to approximately 20,000 public and private sector attendees.
3. **Financial Disclosure:** The Commission administers the financial disclosure requirement for most public employees required to file annual disclosure statements. More than 11,000 forms are filed annually with the Commission.
4. **Investigation:** The Commission confidentially investigates alleged violations of the Ethics Law and related statutes for potential referral for criminal charges. The Commission reviews an increasing number of allegations each year, now averaging almost 500, from prosecutors, auditors, agencies and the general public.
5. **Legislation:** The Commission recommends legislation to the General Assembly related to ethics, conflicts of interest, and financial disclosure.

IV. QUESTIONS:

Contact the Ohio Ethics Commission at (614) 466-7090. For more information about the Ethics Commission and its duties, searches of more than 300 formal Advisory Opinions, and common sense guidance regarding Ohio's Ethics Law, please go to www.ethics.ohio.gov, or contact the Commission.



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Helpful Ethics Guidance for State and Local Board and Commission Members

DO:

- Avoid any action that might give rise to the appearance of impropriety
- Abstain from all formal or informal issues if you have a relationship with a private company or organization that is seeking public funds (through, for example, a contract, tax abatement, grant, or loan) from your board.
- Withdraw completely from questions or issues regarding those who do business with the board or have direct interests before, or are regulated by the board where your interest, or the interest of your family or a business associate is presented
- Comply with financial disclosure as required by law to remind of potential conflicts of interest
- Feel free to seek the advice and assistance from the Ohio Ethics Commission

DON'T:

- Solicit or accept anything of value from anyone doing business with your board
- Use your position to obtain financial gain or benefit for yourself, a family member, or anyone with whom you have a business or employment relationship
- Vote, authorize, recommend, or in any other way use your position to secure the approval of board services, supplies, property, investments, or other contracts or acquisitions in which you, a family member, or anyone with whom you have an ongoing business relationship, has an interest
- Accept compensation, other than from the Board, for the performance of Board duties and responsibilities
- Be paid for personal services rendered on matters before, or sell goods or services to your board or commission (See R.C. 102.04(A))
- Do business directly with or benefit from a contract with, the Board unless exception applies for limited stockholding or contacts are objectively shown as the lowest cost services, where all criteria under R.C. 2921.42 are met
- Be paid for personal services rendered on matters before, or sell (except by competitive bid) goods or services to other state agencies, boards, or commissions, unless you first disclose and withdraw from matters before the board that directly affect officials and employees of the other state agency, board, or commission (See R.C. 102.04(B))
- Solicit or accept honoraria, unless you meet the limited exceptions allowed by law
- Use or disclose confidential information protected by law, unless appropriately authorized
- During public service and for one year thereafter, represent any person, in any fashion, before any public agency, with respect to a matter in which you personally participated while serving with the board
- Use or authorize the use of your title, the board or its name in a manner that suggests impropriety, favoritism, or bias by the board or any board official or employee
- Hesitate to seek advice or guidance from the Ohio Ethics Commission by calling or writing



A Plan to Reform Ohio's Workforce System

GOAL: To create a unified workforce system that helps employers find the workers they need to succeed and grow and helps workers access the skills training and resources they need to compete for in-demand jobs

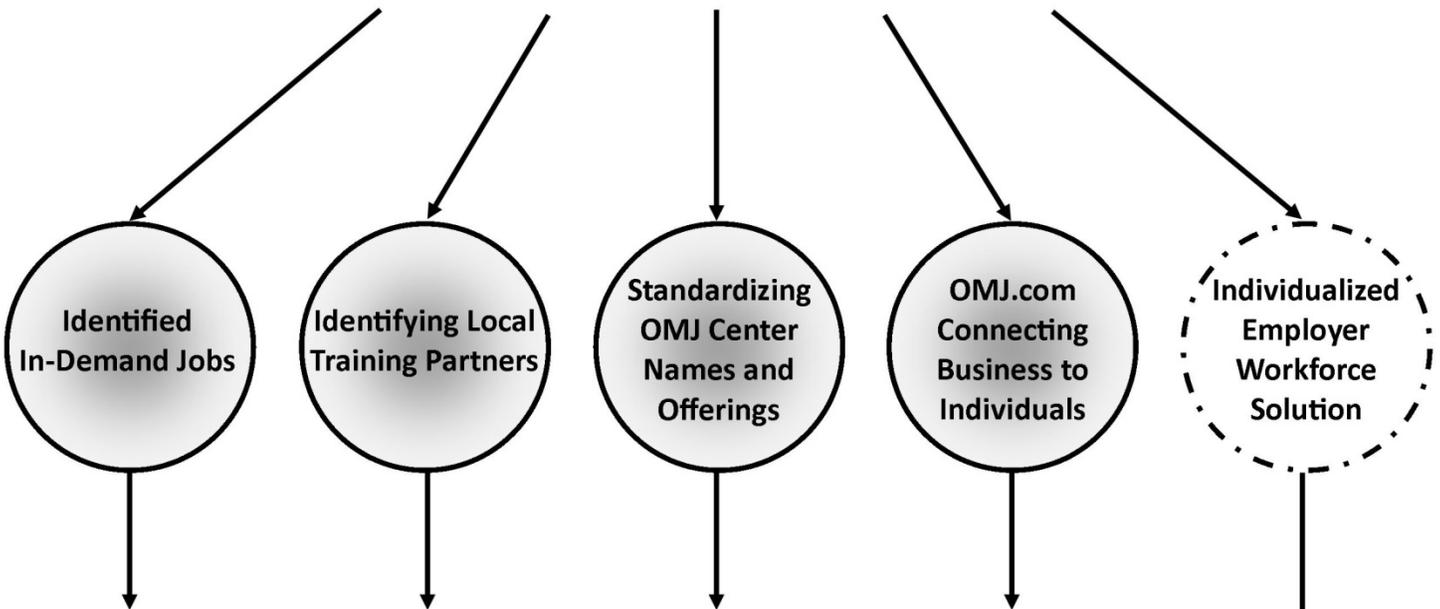
| | IDENTIFY BUSINESS JOB/SKILLS NEEDS | JOB TRAINING AND EDUCATION ALIGNMENT | WORKFORCE DELIVERY SYSTEM REFORM | STATE PROVIDED EMPLOYER SERVICES |
|------------------------------|--|---|--|--|
| Problem | Ohio workers, businesses and training institutions do not have access to reliable data that summarizes businesses' current and future workforce job and skills needs. | Ohio businesses struggle to find qualified people to fill in-demand job openings. At the same time, students and job seekers are not aware of the many viable career options available to them. Our education and workforce system can do better to connect students and jobs seekers to Ohio's in-demand jobs. | Ohio's state and local workforce programs and resources are disconnected and misaligned with workforce needs resulting in redundancy and a fragmented workforce system. Our current system does not spend existing, scarce workforce dollars efficiently. | Ohio businesses have workforce needs but are unsure where or reluctant to access resources to help identify new workers and resources to help with training. |
| Policy Priorities | <ul style="list-style-type: none"> Develop a plan to measure industry job and skills needs using a number of different inputs Create a tool to assess employers' future workforce skills needs Summarize the findings to highlight the top job and skills needs in Ohio | <ul style="list-style-type: none"> Create opportunities for students to learn about and explore careers of interest Provide information on in-demand jobs and Ohio's training programs for those careers to students, career counselors, teachers and job seekers | <ul style="list-style-type: none"> Create a business-centric focus for workforce programs Align and improve coordination of public workforce (state and local) delivery systems and programs Better focus Ohio's limited resources Include a measurement tool to evaluate success Ensure programs support priority populations (veterans, hard-to-serve individuals, those with disabilities) | <ul style="list-style-type: none"> Develop an easy to access system to help employers identify potential workers and resources Identify resources to provide Ohio's growing businesses access to the skilled employees they need to open quickly and run efficiently Create opportunities for Ohio businesses to work cooperatively with workforce partners on short- and long-term strategies to address workforce shortages |

| | IDENTIFY BUSINESS JOB/SKILLS NEEDS | JOB TRAINING AND EDUCATION ALIGNMENT | WORKFORCE DELIVERY SYSTEM REFORM | STATE PROVIDED EMPLOYER SERVICES |
|----------------------------|--|---|--|--|
| Initiatives 2012 | <p>Phase I: Develop forecasting tool and process</p> <ul style="list-style-type: none"> Create a tool to identify business's job and skills needs Study potential for existing data (OhioMeansJobs and Labor Market Information) to be used to forecast job needs | <p>Phase I: Include Career Development in K-12 Curriculum</p> <ul style="list-style-type: none"> Institute a framework for providing an introduction to career opportunities in K-12 (Career Connections, SB 316, 129th GA). | <p>Phase I: Create a Structure to Prioritize Workforce Transformation</p> <ul style="list-style-type: none"> Create the Office of Workforce Transformation through Governor's Executive Order Convene Governor's Executive Workforce Board Inventory state and local workforce programs | <p>Phase I: Identify Business Needs and Funding</p> <ul style="list-style-type: none"> Receive \$12 million from U.S. Department of Labor for OhioMeansJobs.com enhancements for business and job seekers |
| 2013 | <p>Phase II: Summarize Ohio's In-Demand Jobs</p> <ul style="list-style-type: none"> Finalize methodology to summarize in-demand jobs utilizing three data sources: State labor projections, OhioMeansJobs job posting trend data, and results from forecast survey Prepare easy-to-read data reports summarizing findings | <p>Phase II: Align Training Programs to Ohio's Workforce Needs</p> <ul style="list-style-type: none"> Finalize K-12 model curricula to include Career Connections principles Begin efforts to create an inventory of Ohio's education and training programs | <p>Phase II: Create Efficiencies in State and Local Programs</p> <ul style="list-style-type: none"> Develop simple set of workforce-based success measures to track program effectiveness Provide training dollars to Ohio's incumbent workforce through public-private partnerships | <p>Phase II: Develop Tools to Open Dialogue with Business</p> <ul style="list-style-type: none"> Create industry-led dialogue toolkit to identify gaps in the talent pipeline that will better align training and prepare job seekers for in-demand jobs |
| 2014 | <p>Phase III: Market Ohio's In-Demand Jobs</p> <ul style="list-style-type: none"> Update in-demand jobs data regularly Market in-demand jobs to students, job seekers, business and local workforce | <p>Phase III: Align Training Programs to Ohio's Workforce Needs (Implementation)</p> <ul style="list-style-type: none"> Increase career pathway opportunities in our education system, from Kindergarten-to-Job Market the inventory of Ohio's education and training programs and start to map supply data Expand and enhance career technical opportunities | <p>Phase III: Unify and Align State's Workforce Programs</p> <ul style="list-style-type: none"> Prioritize veterans as a ready workforce by improving how the state gives credit for military training and experience through Executive Order and legislation Submit Ohio's Unified State Plan with alignment reforms to federal government Launch Workforce Success Measures dashboard, a Governor's Executive Workforce Board priority | <p>Phase III: Develop and Enhance Tools for Business to Identify Workers</p> <ul style="list-style-type: none"> Enhance OhioMeansJobs.com to support individuals in job searches and businesses in worker searches Launch Business Support Center and Veterans Business Support Center, including email and live toll free phone number access Fund six industry workforce alliances to expand the talent pipeline for our most urgent workforce needs |

| | IDENTIFY BUSINESS JOB/SKILLS NEEDS | JOB TRAINING AND EDUCATION ALIGNMENT | WORKFORCE DELIVERY SYSTEM REFORM | STATE PROVIDED EMPLOYER SERVICES |
|-------------------------|---|--|---|--|
| <i>2015</i> | Phase IV: Keep Ohio's In-Demand Jobs List Current <ul style="list-style-type: none"> Develop a process to ensure in-demand jobs list continues to reflect current and future business demands | Phase IV: Ensure Students and Job Seekers Understand and Explore Workforce Needs <ul style="list-style-type: none"> Continue to add new data elements and training providers to education and training inventory Embed work opportunity experiences (e.g. internships, co-ops and apprenticeships) throughout Ohio's education system | Phase IV: Unify and Align State's Workforce Programs (Implementation) <ul style="list-style-type: none"> Implement alignment reforms from unified state plan Develop OWT best practices interactive guide Implement Workforce Innovation and Opportunities Act (WIOA) | Phase IV: <ul style="list-style-type: none"> Launch JobsOhio's customized workforce program for business locating or growing in Ohio Continue enhancements to OhioMeansJobs.com based on employer feedback |
| Governance | JobsOhio, JFS | BOR, University System of Ohio, ODE, JFS, AGE | AGE, ADJ, DSA, DVS, JFS, ODE, BOR, OOD | OWT, JFS, ODE, BOR, JobsOhio, DVS, ADJ |
| Current Projects | <ul style="list-style-type: none"> Prepare detailed reports for education institutions and workforce programs Share data with business for their efforts to address workforce shortages Share data with state policy makers to allow for more informed decision making | <ul style="list-style-type: none"> Expand internship, co-op and apprenticeship opportunities Engage K-12 and higher education counselors and educators in new approaches to inform/expose students to in-demand career opportunities in Ohio Work with Seniors and the Department of Aging to provide career mentoring at post-secondary schools Expand current inventory of education and training program beyond state-regulated institutions Continue enhancements to OhioMeansJob.com for K-12 students and develop an option for post-secondary students | <ul style="list-style-type: none"> Working with the Ohio Department of Veteran Services, launch the Ohio Values Veterans Website Develop work groups of local providers, state policy makers and other stakeholders to implement Ohio's Unified State Plan reforms Work with state agencies and local provider network to implement WIOA reforms, including new state unified plan due in 2016 Work with Board to implement needed WIOA reforms Evaluate and enhance Workforce Success Measures work | <ul style="list-style-type: none"> Expand industry workforce alliances to grow the talent pipeline for our most urgent workforce needs Continue effort to market OhioMeansJobs.com and support services for business Launch JobsOhio customized workforce program |



**Identifying Strategies to Support Business in
Meeting Its Workforce Needs**



Overall Improvement of Ohio's Workforce System

Increased Coordination | Better Program Alignment | Improved Delivery of Service



Low Costs + Skilled Workforce = A Perfect Fit

In order to satisfy their workforce needs, companies can avail themselves of specialized training programs as well as cash grants and other incentives.

Minah Hall, Managing Director, True Partners Consulting LLC (Workforce 2014)

The site selection process has always been a complex balancing act of finding the “perfect” combination between the ideal physical location (proximity to interstates, airports, customers, etc.) and the most qualified and available workforce, with the cost of doing business in each location (utility costs, labor costs, and taxes) tempering the two considerations. Depending on the project, physical location may be very important to a company or specific geographic requirement.

However, recently the priority has shifted from a point on the map to a location with the best workforce and lowest cost of doing business. The recent boost of manufacturing activity in the United States, coupled with the influx of foreign direct investment, has made the focus on workforce inevitable. Companies have placed increased importance on workforce and corresponding incentives, reprioritizing them as a top-five factor in their location decision.

State and local jurisdictions cannot always overcome physical impediments, though they can compete for development projects by implementing various training and financial incentives. The economic development agencies are quick to respond to companies’ needs, offering incentives to make their locations more attractive through training programs or a lower cost of doing business.

State and local jurisdictions cannot always overcome physical impediments, though they can compete for development projects by implementing various training and financial incentives.

Training Programs

Over the past few decades, the U.S. skilled labor market weakened due to a decline of manufacturing in the United States. The offshoring of skilled manufacturing projects substantially impacted the local economy — more so than other regional economic activities. With manufacturing jobs moving to other global markets, much of the collective skilled labor knowledge left as well. Fewer people trained for skilled manufacturing jobs, and the emphasis on technical training shifted. Now, as rising fuel prices and geopolitical uncertainty cause companies to onshore their manufacturing facilities, a location with an available and skilled workforce has become an increasingly important factor in the site selection decision.

With a need comes a solution, i.e., jurisdictions offer innovative solutions when creating incentive packages that relate to workforce training. If a location does not have enough skilled labor, jurisdictions are able to provide funding through state-sponsored training programs to meet the specific needs of a specific project. Most state training programs will reimburse for some of the cost of training new employees, and some states will even reimburse the cost to retrain existing employees; however, the most successful and well-known training programs offered are those that allow for specialization.

The more specialized a training program, the more valuable the incentive will be to the company. Notable specialized training programs include Georgia Quick Start. The program’s success is due to the partnership between the company and the state of Georgia. Typically, the onus of developing the training is on the company; but Quick Start partners with the company to develop a program that is unique to the project. Quick Start not only helps develop the training, but also provides a facility for training prior to the opening of a new project and creates prototypes used in training — all without losing valuable time getting the project up and running. For example, a Swedish company recently collaborated with Quick Start to help the company train its employees to manufacture a new, highly sophisticated surgical product. By providing support from beginning to end, Quick Start allows a company to focus on other important elements of its location process.

Most state training programs will reimburse for some of the cost of training new employees, and some states will even reimburse the cost to retrain existing employees; however, the most successful and well-known training programs offered are those that allow for specialization. When there is an obstacle related to the existing workforce, creativity can work to win a project. Louisiana’s FastStart® program adapts to each project and develops a training program that uses a customized approach to capture a company’s culture and deliver the training required; however, not all aspects of FastStart® focus solely on training. For example, a creative solution included the establishment of a recruiting website that included an overview of the company in need of labor. The website attracted nearly 2,000 applicants; of those, almost 700 were highly qualified and possessed the required skills that factored into the company’s location decision.

Streamlined Workforce Initiatives

In addition to offering customized training and other training-related incentives, many states are now recognizing the importance of having a streamlined workforce initiative to more effectively and efficiently communicate all of their workforce programs and resources. Within the last few months, Kentucky and Florida have both streamlined their workforce initiatives. In late January, Kentucky launched an initiative to transform its state workforce delivery system by providing employers with a one-stop-shop for all workforce-related resources through WorkSmart Kentucky. As part of this initiative, the state is offering flexible funding, in the form of grants, to help offset the costs of customized and in-house training needs.

In February, Florida launched a new unified workforce brand, CareerSource Florida, for each of the state's 24 regional workforce organizations and nearly 100 career centers. Florida recognizes the importance of having a single statewide brand, making it easier for companies to find the resources they need in order to fill positions quickly.

Receiving cash incentives may sound like a great idea; however, many programs' compliance stipulations related to obtaining the funding are overly burdensome. Companies must determine the true value of such training incentives Weighing the Value of Training Grants

Not all workforce solutions are worth their value. Many jurisdictions offer cash grants to offset training costs. Receiving cash incentives may sound like a great idea; however, many programs' compliance stipulations related to obtaining the funding are overly burdensome. Companies must determine the true value of such training incentives and make the decision as to whether or not to take advantage of them.

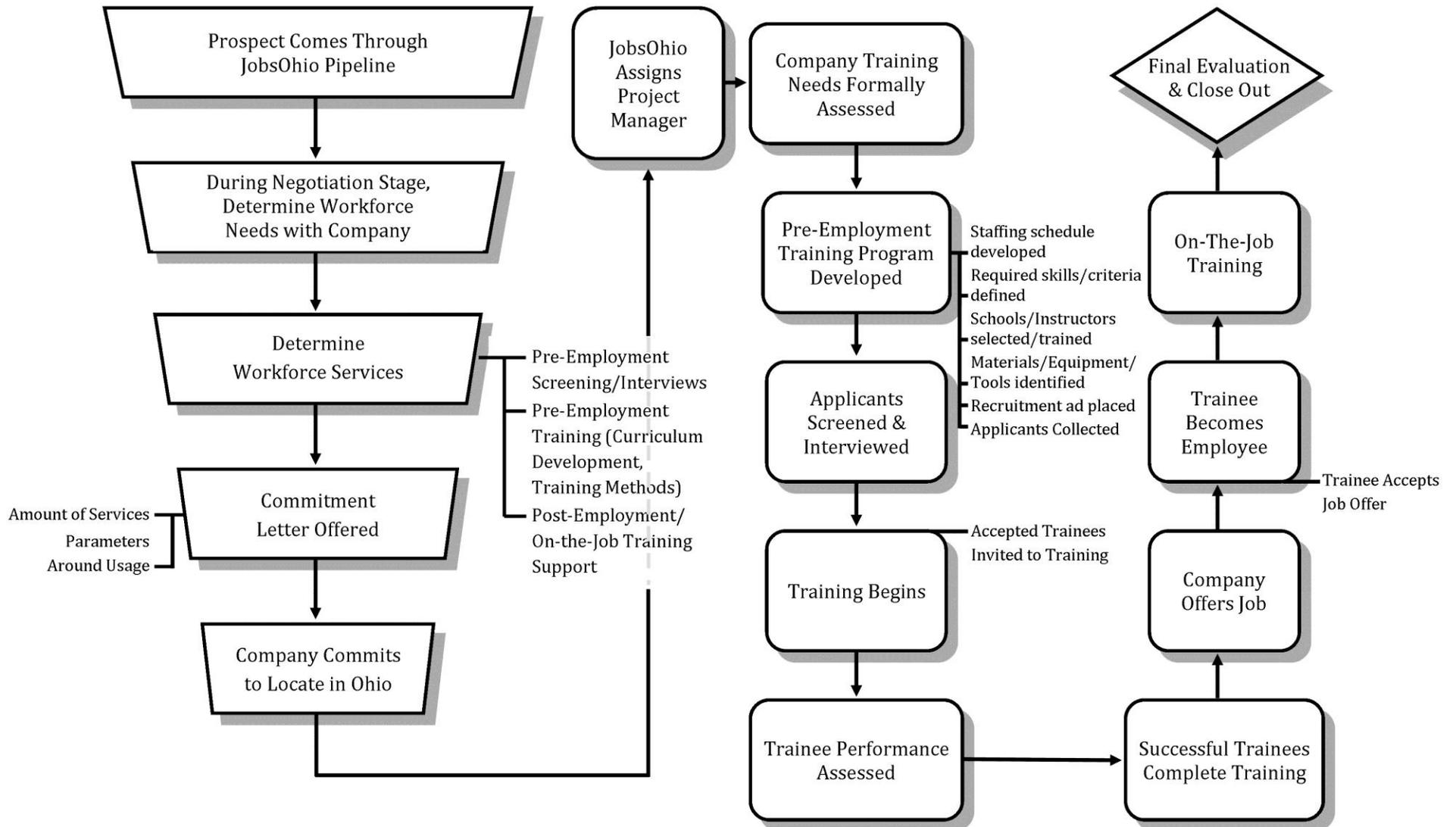
The primary question is whether the size of the grant is worth the cost to perform the required reporting. If a training grant demands complex reporting requirements and the company does not have a dedicated training coordinator or sophisticated tracking system, then the monetary value of the training grant may not exceed the cost of performing the reporting. For example, a grant of \$150,000 that requires 30 separate reporting forms to be filed within the next 30 months is overly burdensome and may not be worth the benefit of receiving the training grant. Moreover, if the training grant agreement provides the recipient with a "chart" mapping out the various required reporting forms and due dates, then the company may want to strongly consider not taking advantage of the program. In contrast, a training grant for \$150,000 that requires a company to submit a one-page report annually may be worthwhile.

Moreover, a company's decision to pursue a training grant should be based on the company's internal training profile. Companies ought to consider whether they have a robust internal system of reporting or if the reporting is being added onto someone's already full workload. In evaluating whether to accept a training grant, it is best to evaluate the program in its entirety, and sometimes working backwards helps. By starting with the compliance, a company may ascertain the real value of a training incentive. First, determine the number of hours necessary to complete the required reporting; then perform a cost per hour to satisfy the requirement; and then compare the cost of reporting to the value of the training incentive. Additionally, a company should understand any clawback provisions and other potential penalties of missing a report or failing to maintain a minimum employee headcount, which may trigger payback of grants already awarded with interest and penalties, making a great benefit a headache in the making.

Increased Focus

The focus placed on workforce and incentives is only going to increase in the future. For jurisdictions desiring to be part of a site selection conversation, an emphasis needs to be placed on keeping the costs of doing business low and strengthening the existing workforce. Gone are the days of using a "one size fits all" approach in developing a good workforce and attracting new business. The most effective tools seem to be ones that focus on a tailored approach for each project. Although this approach will not be successful in every instance or even possible at times, if or when there is a "perfect" fit, everyone will be better off.

Sample Customized Training Flow



Workforce Success Measures Overview

During the first meeting of the Governor's Executive Workforce Board in 2012, board members challenged staff to develop common metrics to be used across multiple workforce programs to evaluate the state's workforce programs in meeting the needs of both individual job seekers and Ohio's employers. The Governor's Office of Workforce Transformation worked with local providers and stakeholders and the Ohio Education Research Center at The Ohio State University to develop a common set of workforce success measures, allowing program administrators and policy makers to continually monitor progress across multiple programs and providers, creating better transparency and greater accountability. Together with our stakeholders, we have gathered reporting data from four of the state's largest workforce programs:

- **Workforce Investment Act** (provides funding for unemployed and under employed Ohioans as well as disadvantaged youth),
- **Carl Perkins Act** (adult career technical education),
- **Adult Basic & Literacy Education** (GED training and basic remediation); and
- **State financial aid & scholarships** (funding for needs based scholarships for post-secondary schools).

The workforce success measures evaluate program efforts to:

- **Find Employment:** connect individuals to short- and long-term employment;
- **Increase Skills:** provide job seekers with access to training that results in industry-recognized certificates and credentials;
- **Increase Wages:** increase participants' overall earnings; and
- **Provide Value to Business:** meet the needs of employers.

The results of the data analysis were used to create a set of reports that will enable workforce program administrators and policy makers to identify best practices and improve the effectiveness of Ohio's workforce development programs. This information is available electronically through an easy to understand dashboard, which displays the results of the data analysis. The dashboard empowers program administrators and policy makers to evaluate program performance while identifying best practices and potential areas of improvement. Local providers are also able to access other provider information to stimulate dialogue and sharing of successes, particularly across providers of similar size and economic makeup.

Additionally, the Workforce Success Measures are consistent with the planned federal measures of the Workforce Innovation Opportunity Act giving local providers a full 18 month head start before the new federal measures will be effective. This workforce learning tool will help program administrators and policy makers understand the areas where programs need improvements allowing them to take appropriate action now before the Federal measures are in place.

Our workforce success measures were made available to the public on December 9, 2014. In the future, we will look to add additional reporting from other state workforce programs.

WORKFORCE SUCCESS MEASURES



- **To what extent do education levels increase?**
- The percentage of participants who have earned a certificate, diploma, GED, degree, licensure or industry recognized credential during participation or within one year of completion.



- **Do participants get jobs in the short term and long term?**
- The percentage of participants employed in the 2nd quarter after program completion.
- The percentage of participants employed in the 4th quarter after program completion.



- **What do participants earn in the short and long term?**
- Average earnings in the 2nd quarter after program completion.
- Average earnings in the 4th quarter after program completion.



- **Are we meeting the needs of employers?**
- The percentage of program completers who are still employed *with the same employer* in the 2nd quarter that were also employed during the 4th quarter after program completion.

Workforce Success Measures

Frequently Asked Questions

What is the workforce success measures project?

The Ohio Education Research Center (OERC) worked with the Governor's Office of Workforce Transformation (OWT) to provide a tool to consistently evaluate the effectiveness of Ohio's largest workforce development programs. The OERC conducted data analysis to evaluate workforce training program outcomes. The results of the data analysis have allowed us to create a set of reports that enables workforce program administrators and policy makers to improve the effectiveness of Ohio's workforce development programs. The OERC and OWT have developed a website and dashboard that will display the results of the data analysis.

Why was this project started?

Since the creation of the Governor's Office of Workforce Transformation, one of our core values has been "What gets measured, gets better." To support this core value, we have been working with stakeholders to create tools to analyze programs and systems to help those who manage Ohio's workforce systems identify more effective and efficient ways to help Ohioans get and keep jobs. This tool provides context to the provider data by sharing information on regional and state trends. You are also able to access dashboards from other areas of the state so that you can identify counties that might be trending up in an area where your county is struggling. We hope this dashboard will stimulate dialogue and sharing of successes, particularly across counties of similar size and economic makeup.

What are the goals of the workforce success measures project?

To create a set of reports that measures workforce training program outcomes (1) over time, (2) relative to other workforce education and training programs, and (3) relative to other regions, counties, and providers.

How will this project help program administrators and policy makers?

The dashboard empowers program administrators and policy makers to evaluate program performance and identify best practices. OWT, at the urging of the Governor's Executive Workforce Board, identified the need to create a workforce learning tool and make it available on-line for program administrators and policy makers to more easily make sense of the existing workforce data and allow for the consistent evaluation of Ohio's largest workforce development programs.

Which programs are being measured?

The [Workforce Investment Act](#), [Adult Basic & Literacy Education](#), [Carl Perkins Act](#) – adult career technical education workforce programs, and State Financial Aid and Scholarships for higher education – including the [Ohio College Opportunity Grant](#) (OCOG) and [Choose Ohio First Scholarship](#).

What are the measures?

The Workforce Success Measures evaluate program efforts to:

- Connect individuals to employment;
- Provide job seekers with access to training that results in industry-recognized certificates and credentials;
- Increase participants' overall earnings; and
- Meet the needs of employers.

Are the measures consistent with the new federal measures outlined in the Workforce Innovation Opportunity Act (WIOA)?

Yes, the Workforce Success Measures are consistent with the new planned federal measures giving local providers a full 18 month head start before the new federal measures will be effective. This workforce learning tool will help program administrators and policy makers understand the areas where programs need improvements allowing them to take appropriate action now before the Federal measures are in place.

At what levels will the data be analyzed?

Program data will be analyzed by each workforce program at the state, [JobsOhio region](#), [county](#), and local program provider level (e.g. [ABLE Sites](#), [Ohio Technical Centers](#), and [Higher Education Institution](#)).

Who is the audience for the data?

While the dashboard will be publicly accessible to all Ohioans, the data is meant to aid workforce program administrators and policy makers when evaluating program performance.

When will the dashboard be available?

The dashboard will be available December 2014.

Who do I contact with questions about the data or dashboard?

All questions about the data or dashboard can be e-mailed to Workforce@owt.ohio.gov.

Will these measures impact the current federal measures or future federal funding?

No, the Workforce Success Measures utilize existing data that is reported to the federal government annually by the Ohio Department of Job and Family Services (ODJFS), the Ohio Board of Regents (OBOR) and the Ohio Department of Education (ODE). The state measure that will be produced will better help program administrators and policy makers understand the data and the outcomes from the largest workforce development programs in Ohio.

Who is responsible for analyzing the data and creating and maintaining the website?

OERC is responsible for analyzing the program data and is responsible for creating the website. The Department of Administrative Services is responsible for hosting the website, and OWT and ODJFS are responsible for maintaining the dashboard over time.

Will the website further explain some of the detail of the measurements and data?

Yes, the website contains definitions and features that further explain some of the detail of the measurements and data.

Will the reports be available for downloads and printing?

Yes, the reports are available in a PDF format for downloading and printing.

Is the data valid and reliable?

Yes, the data and methods used to report the Workforce Success Measures are highly valid and reliable. All metrics are created from the same high quality existing administrative records that are used in federal reporting, and the measures of employment and skills outcomes for program completers follow typical workforce reporting practices. Readers of the reports should note that the following situations are not represented in the dashboard: 1) out-of-state students and workers; 2) skills gained at private colleges, and 3) GEDs attained outside of ABLE programs.

What years of performance will the initial dashboard display?

Initial reports include program years: 2009–2010, 2010–2011 and 2011–2012.

Will new programs be added to the workforce success measures project in the future?

Yes, the goal is to add additional workforce programs to the reporting system. Please continue to check the OWT website for more details.

How often will the reports be updated?

The reports will be updated on an annual basis.

Who is the Ohio Education Research Center (OERC)?

The OERC is a network of Ohio-based researchers from six universities and four research institutions that develops and implements a statewide, preschool-through-workforce research agenda to address critical issues of education practice and policy. The OERC was created and funded by ODE with the collaboration of OBOR for the purpose of improving educational and workforce outcomes for Ohio's students resulting from their experience with P-20 education and training. The OERC benefits from complimentary activities taking place at the Ohio State University on behalf of the ODJFS under the Workforce Data Quality Initiative. The OERC identifies and shares successful practices, responds to the needs of Ohio's educators and policy makers, and signals emerging trends and communicates its findings to improve educational practice, policy and outcomes.

How to Use the Workforce Success Measures Dashboard



Governor's Office of Workforce Transformation



Click tabs to choose state, region, county, or provider-level reports

- About
- State Reports
- JobsOhio Region Reports
- County Reports
- Provider Reports
- FAQ
- Info
- Contact Us

About > County Reports > COLUMBIANA County > WIA Program Reports > Adult Report

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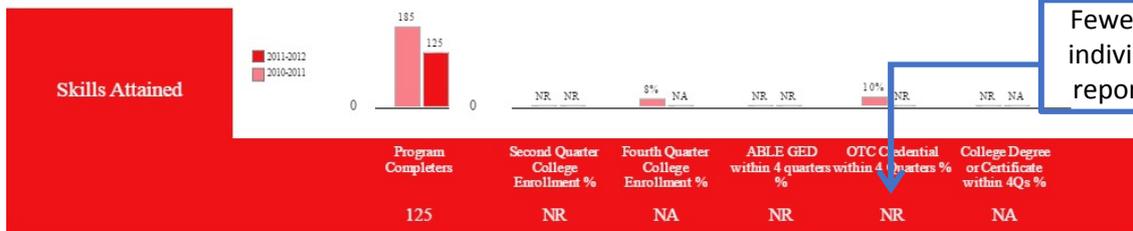
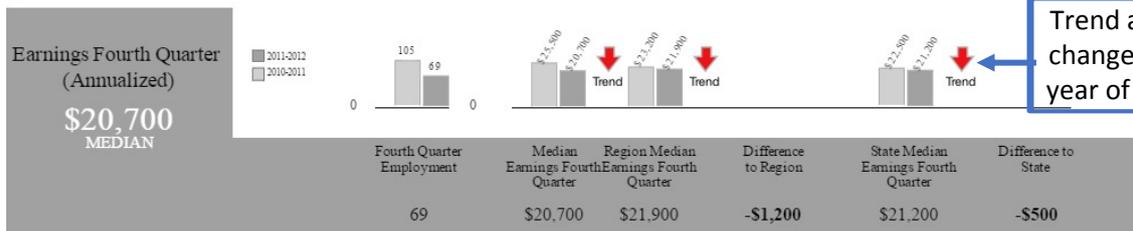
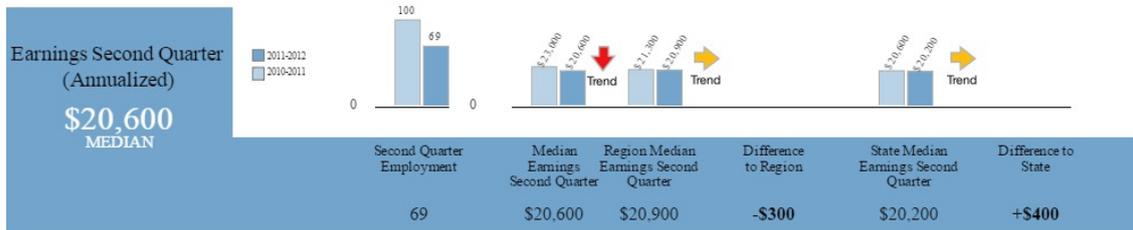
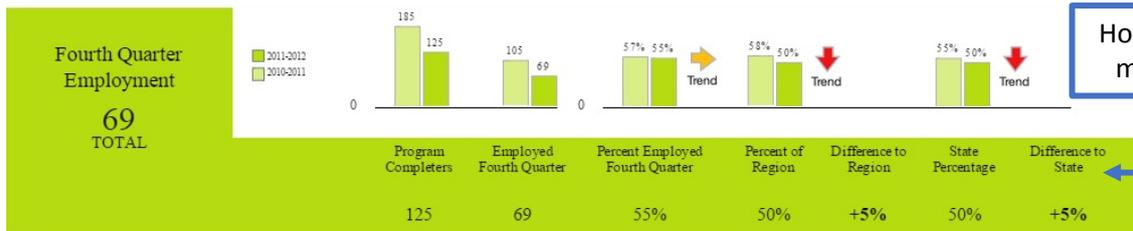
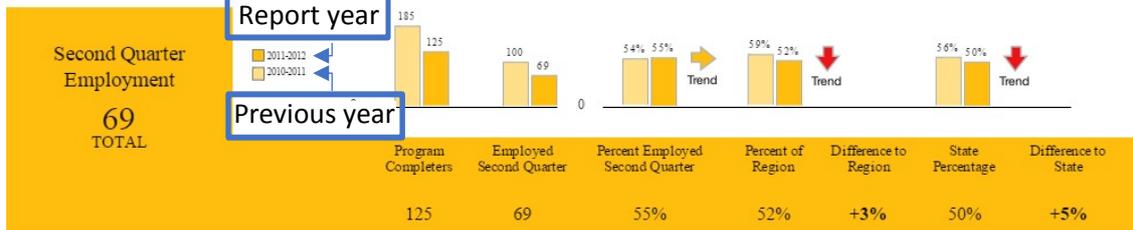
Notes

Click Notes for methods details

Use pull-down menu to select report year

Click Info tab for information about programs and definitions

Workforce Investment Act (WIA) Adult Program Summary for COLUMBIANA County 2011-2012



Hover cursor for metric details

Trend arrows identify changes from year to year of more than 5%

Fewer than 10 individuals not reported (NR)

Ohio Workforce Success Measures Notes:

The Governor's Office of Workforce Transformation (OWT) has been working with the Ohio Education Research Center (OERC) to evaluate Ohio's largest workforce development programs using a common set of metrics. The dashboard is populated with data that is currently reported in administrative records (i.e. existing records collected in the course of routine operations) provided by the Ohio Department of Job and Family Services (ODJFS) and the Ohio Board of Regents (OBR).

The following workforce development programs were included in the Workforce Success Measures (WSM) dashboard:

- Workforce Investment Act (WIA) programs for the unemployed, underemployed and youth. More information available at: <http://jfs.ohio.gov/owd/wia/index.stm>;
- Perkins-funded Ohio Technical Centers (OTC) for post-secondary participants¹. More information available at: <https://www.ohiohighered.org/otc>;
- Adult Basic and Literacy Education (ABLE) for adult remediation and GED training. More information available at: <https://www.ohiohighered.org/ABLE>; and
- State-funded financial aid and scholarships for college education. Outcomes are reported separately for two sub-populations of funded students: Choose Ohio First STEMM scholars and Ohio College Opportunity Grant (OCOG) recipients. More information available at: <https://www.chooseohiofirst.org> and <https://www.ohiohighered.org/ocog> respectively.

The Dashboard reports all use a similar notation for flagging programs that are either meeting, lagging, or exceeding the region or state on the key metrics. In interpreting the flags the following were used as decision points:



Down Arrow: More than a -5% difference vs. previous year



Sideways Arrow: Less than +5% and more than -5% difference vs. previous year



Up Arrow: More than +5% difference vs. previous year

Region, County, and Provider reports include Difference to State indicators for the reporting period. County reports also include Difference to Region indicators.

Completers: Below is a description of how the WSM dashboard defines an individual who has completed a workforce program:

- WIA completers are those individuals who have exited a WIA program from which the individual received a core staff-assisted service (such as job search or placement assistance) or an intensive service (such as counseling, career planning, or job training).

- An OTC completer is defined as an individual who completes an OTC course at a Perkins-funded OTC site.
- An ABLÉ completer is defined as an individual who has an exit status of either “completed a level and left” or “advanced to a higher level” within ABLÉ.
- State-funded scholarship and financial aid completers are those individuals who have finished receiving state funding for college attendance in Ohio.
- Note: The population of Choose Ohio First completers includes both public and private college students; however, measures of post-completion college enrollment and degrees/certificates attained are only available for public college students. To avoid misrepresenting the education and training outcomes of Choose Ohio First scholars, the dashboard reports employment outcomes only.

Participant Outcomes:

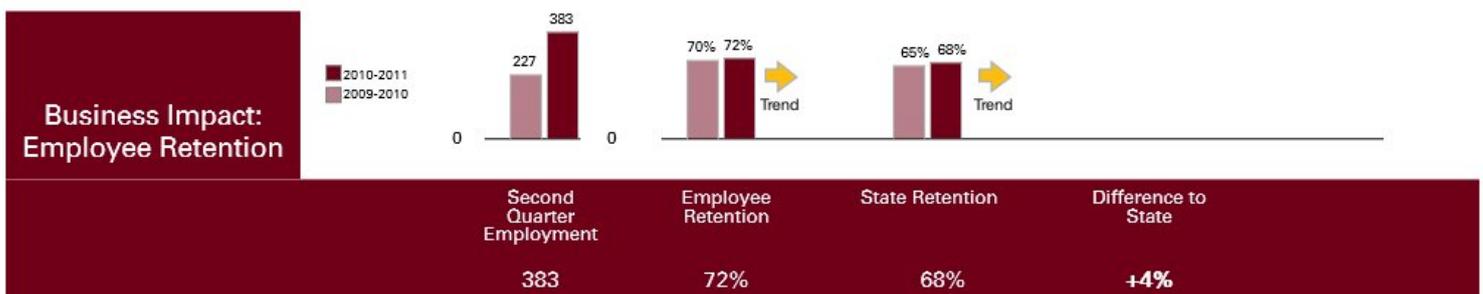
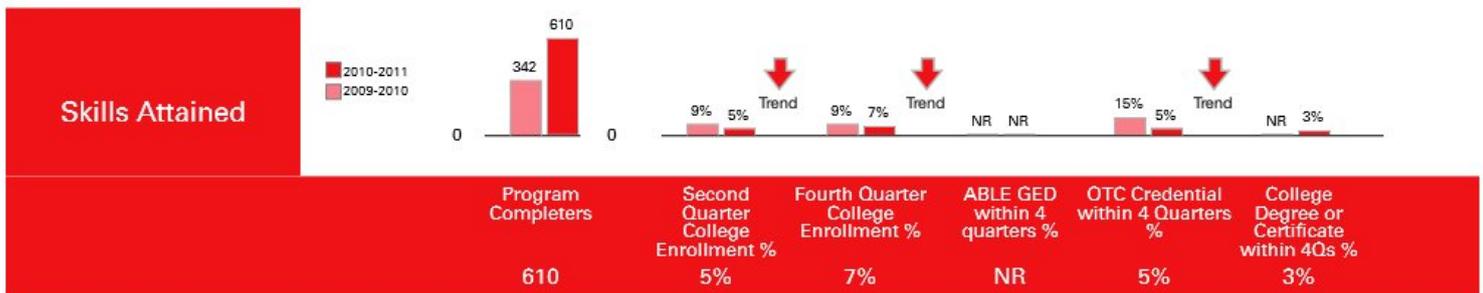
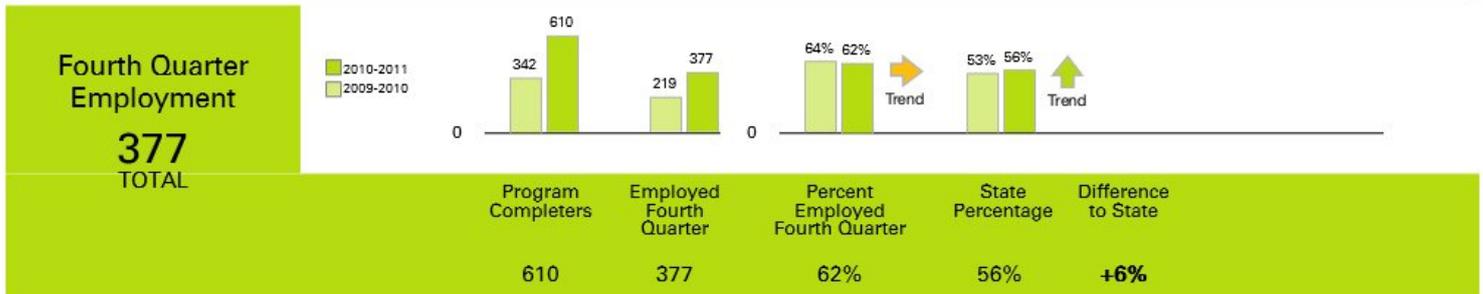
- Employment: Outcomes are reported for the second and fourth quarter after program completion. Employment and wage information for the WSM dashboard comes from ODJFS unemployment insurance filings.
- Earnings: Median quarterly earnings are annualized and adjusted to 2010 dollars.
- Skills Attained: Evidence of increasing skill progression is provided in terms of college enrollment and attainment of the following education and training credentials: ABLÉ GED, OTC credential, and college degree or certificate.
- Employee Retention: The dashboard reports employee retention with a single employer as an indicator of the employment stability of program completers. The employee retention measure is a count of the number of completers who were employed in Ohio two quarters (six months) after program completion and who were still working for their main employer in the fourth quarter (one year) after completion.
- Note: Employment and earnings data are limited to those individuals working in Ohio, and exclude self-employed individuals and individuals working for a federal employer. In Ohio in 2010, about 1.6% of workers were Federal employees, and about 6% of workers were self-employed. (Bureau of Labor Market Information, Ohio Department of Job and Family Services, <http://ohiolmi.com/proj/Projections/Ohio/Ohio2020.pdf>)

The dashboard views slightly undercount the full population of each program’s participants and their outcomes for the following reasons:

- There are individuals with missing identifiers in all programs;
- Individuals in these programs may have participated in multiple counties, offices, or sub-programs simultaneously. As a result, the sum of individuals completing a program reported at the county level may be higher than the number of completers reported at the state level;
- An individual may be counted as a completer in multiple years;
- Any outcome statistic based on fewer than 10 individuals is not reported (“NR”) to protect confidentiality.
- Any outcome statistic with missing data is noted as not applicable (“NA”).

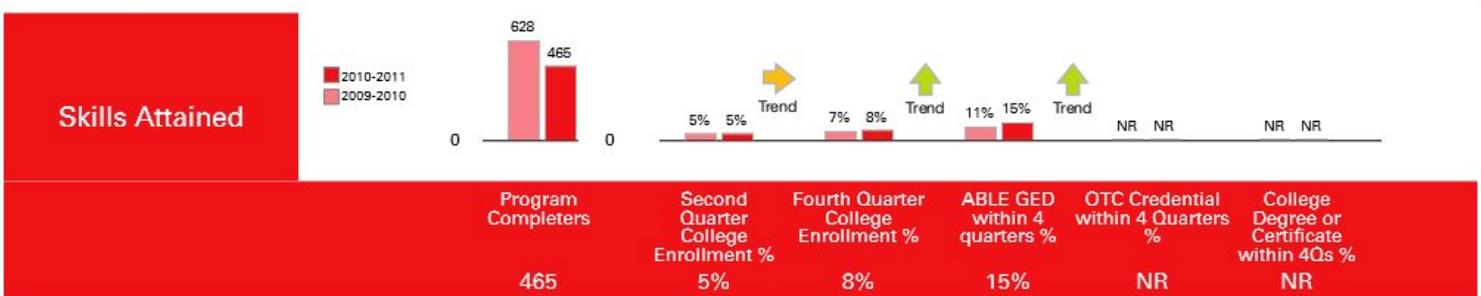
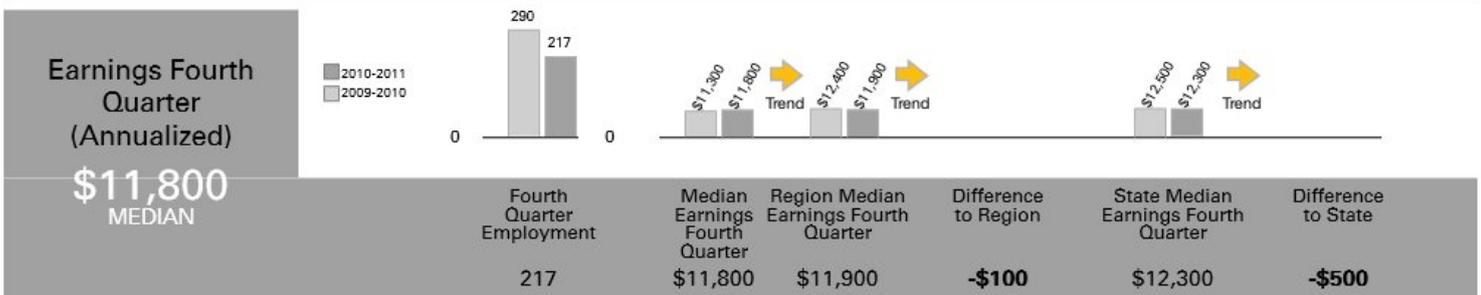
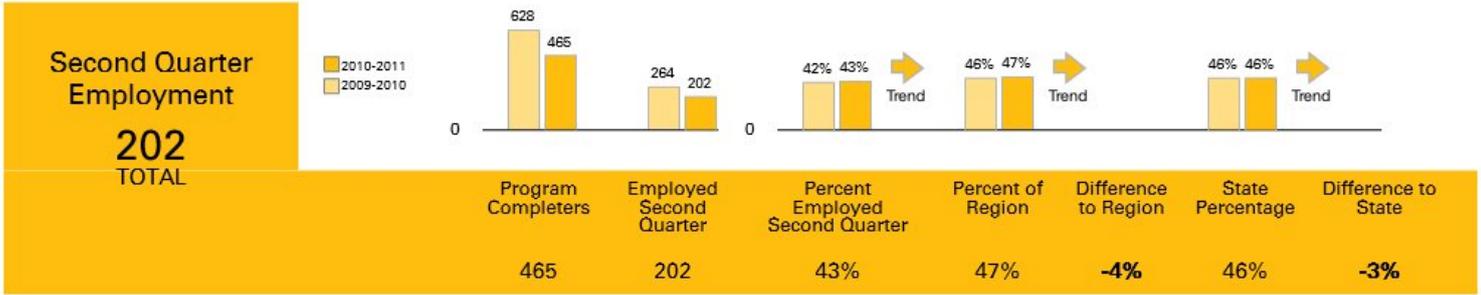
¹ Data from Perkins programs for secondary students will be added as it becomes available.

Workforce Investment Act (WIA) Adult Combined (Adult and Dislocated Worker) Provider Summary for OhioMeansJobs Stark County 2010-2011



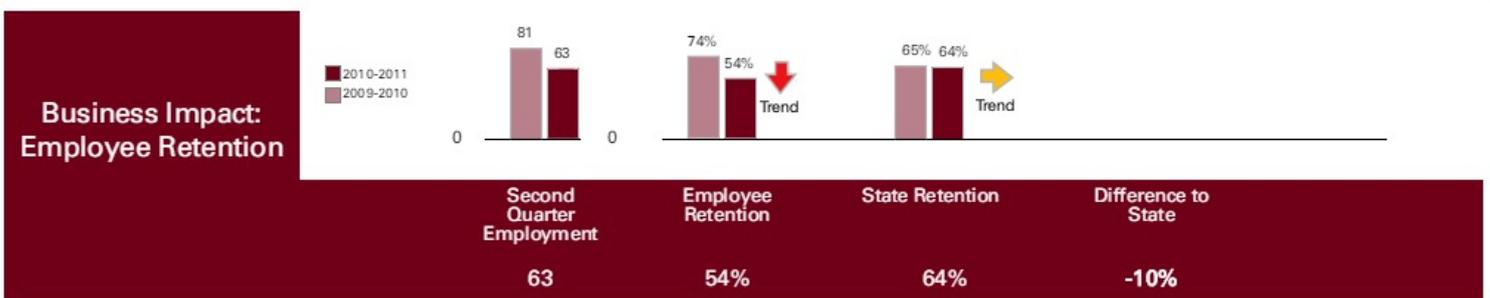
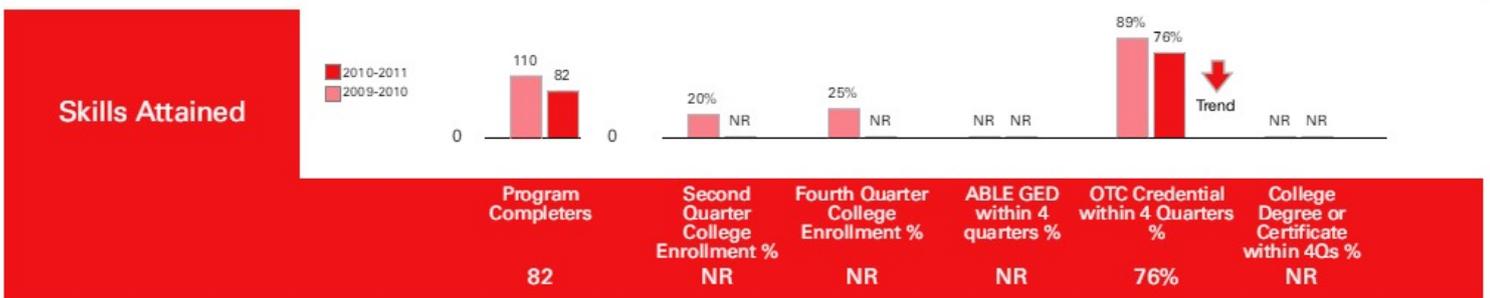
What Gets Measured, Gets Better

ABLE All Completers Program Summary for STARK County 2010-2011



What Gets Measured, Gets Better

Perkins (OTC) Adult Provider Summary for Canton City School District 2010-2011



What Gets Measured, Gets Better

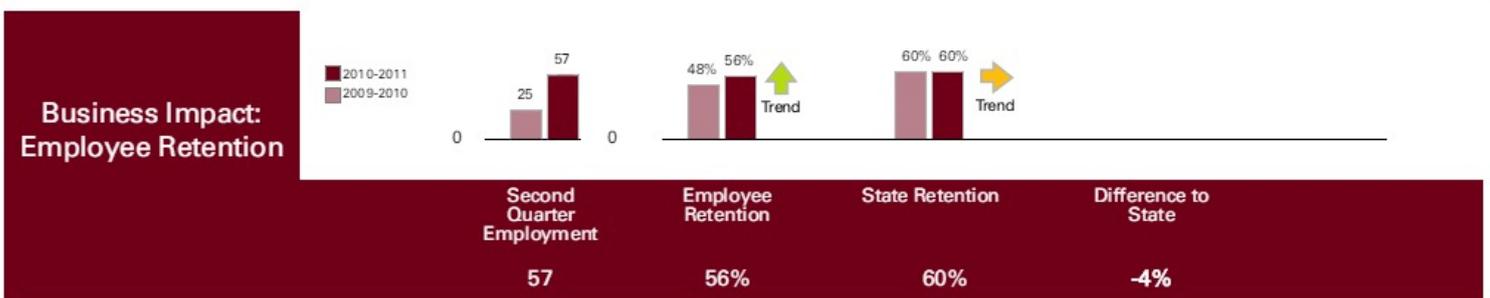
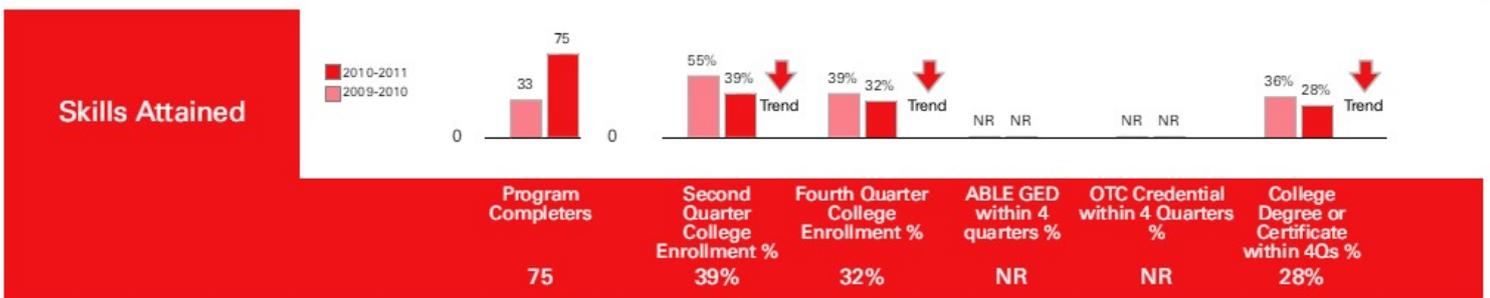
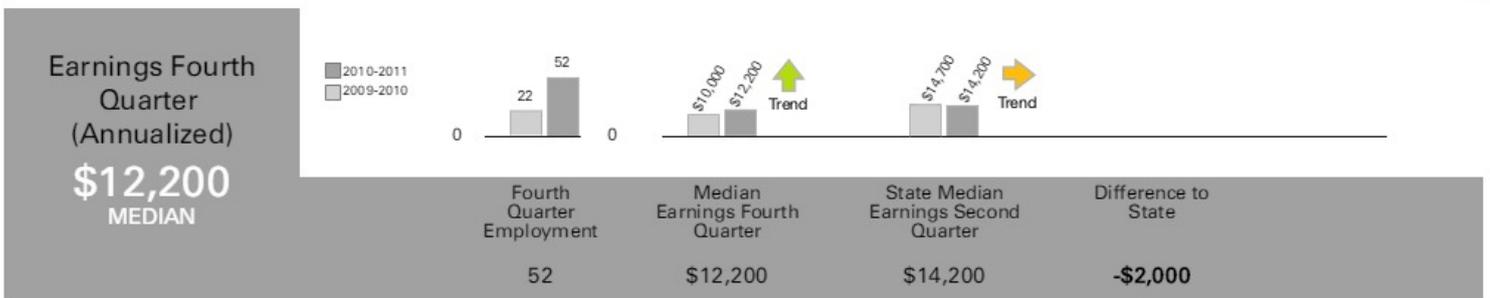
<http://Measures.Workforce.Ohio.gov/>



Governor's Office of Workforce Transformation

Higher Education (Scholarships & Financial Aid) Program Reports

All State Funded Provider Summary for Stark State College of Technology 2010-2011



What Gets Measured, Gets Better

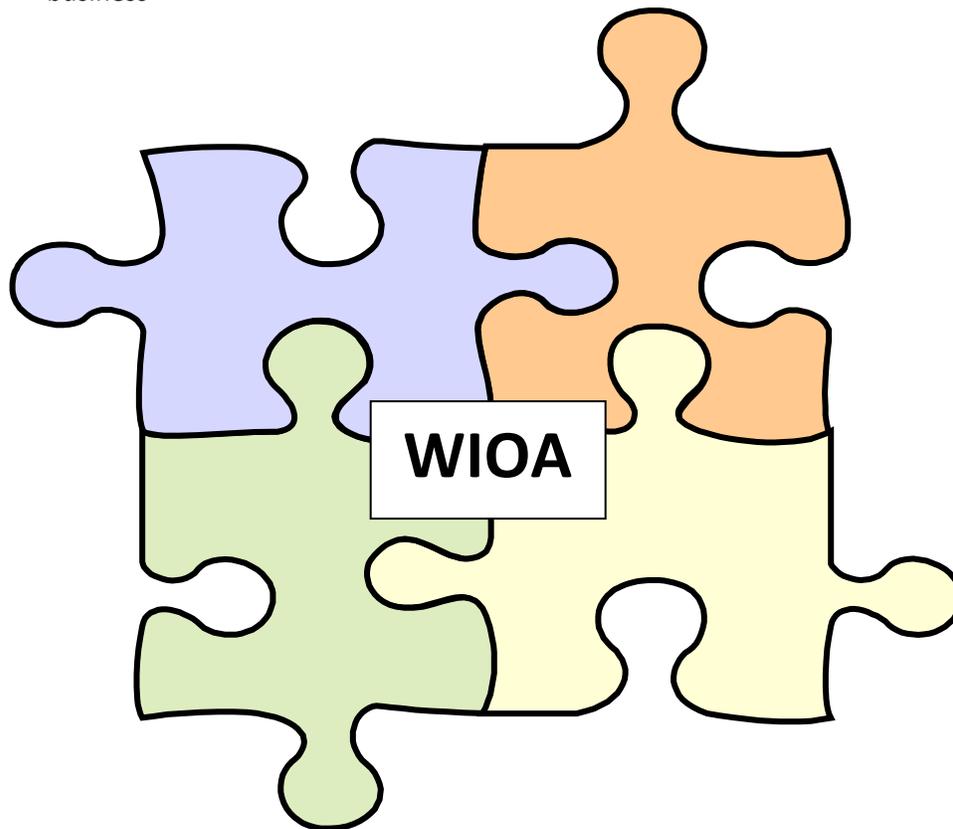
New Opportunities Under the Workforce Innovation and Opportunities Act

Increase Return on Investment

- Flexible Spending
- Linkages to In-demand occupations/sector partnerships
- Same performance criteria across core programs
- Performance measure includes serving business

Enhance Service Delivery

- Competitive Procurement of OMJ Center Operators
- Certification of OMJ Centers
- Local areas have consistent labor markets and economic development



Advance Partner Linkages

- Continues Ohio's partnerships through the Combined State Plan
- Local and regional planning
- Core programs include ABLE and Rehabilitative Services
- Memorandum of Understanding includes infrastructure funding

Enrich Services to Customers and Businesses

- Emphasis on career pathways and sector initiatives
- Opportunities for Incumbent Worker Training
- Increased importance on serving disengaged young adults



BUSINESS ENGAGEMENT WORK GROUP – November 18, 2014

Chair: Richard Stoff, Ohio Business Roundtable

The Business Engagement Work Group began with a recap, by Jacob Larger, of the latest in-demand jobs data and the jobs forecasting tool, which to date has been completed by 291 companies throughout the state. Dawn Larzelere added that the work of the Office of Workforce Transformation is centered on the in-demand jobs, so as discussions continue with policy officials and members of the Governor's Executive Workforce Board as to the ultimate direction of the forecast. The focus remains on keeping the data accurate now and in to the future.

Mr. Larger also provided an update on the Ohio Unified State Plan as well as the Workforce Success Measures project. Additional discussion revolved around the issue of measuring program efficiency and closing workforce gaps and shortages. Ms. Larzelere explained that workforce reforms are getting closer to closing the gap, providing a the long-term solution to these issues. Additionally, she detailed a customized workforce program being developed at JobsOhio which can provide a ready workforce for companies looking to relocate and expand in Ohio.

Lastly, Ms. Larzelere previewed the Office of Workforce Transformation 2014 Annual Report as well as the 2015 Strategic Plan, which will be formally presented at the Governor's Executive Workforce Board meeting in December.

EDUCATION AND TRAINING WORK GROUP– November 20, 2014

Chair: Dennis Franks, Pickaway Ross Career & Technical Center

Christine Morrison and Nithya Govindasamy (Ohio Board of Regents) gave an update on the education and training program inventory project. The Ohio Board of Regents is working on updating the current Higher Education Information (HEI) data reporting system that will allow for education and training institutions to directly report more expanded information about their higher education and training program offerings (degrees and certificates), cost of the program, length of training, type of credential earned, program capacity, graduates, etc. This information will provide a better picture of the talent "supply" entering the workforce and where additional capacity is needed. The new system will be brought on-line in phases with full completion and integration with OhioMeansJobs.com in late 2015 or early 2016.

Ms. Morrison gave an update on the work that is underway to develop one Unified State Plan for Ohio's largest workforce programs – Workforce Investment Act (WIA), Adult Basic Literacy Education (ABLE) and Carl Perkins (career-tech). The Governor's Office of Workforce Transformation released a draft of the new plan on October 21, 2014 and conducted a series of five regional hearings to receive feedback on the plan. The public comment period closed on November 19, 2014. Overall, feedback on the plan and the proposed reforms was very positive. Stakeholders did express concern over the 3 percent shift in Perkins funding. The Governor's Office of Workforce Transformation and the partner agencies are in the process of evaluating all comments and will submit one plan to the federal government in December 2014.

Dawn Larzelere previewed the agenda for the upcoming December 9, 2014, Governor's Executive Workforce Board meeting.



Governor's Executive Workforce Board

Work Group Update

VETERANS WORK GROUP – December 4, 2014

Chair: Jamie Regg, GE Aviation

A summary of the meeting will be included in the board packet shared the day of the Governor's Executive Workforce Board meeting.

WORKFORCE SYSTEM REFORM WORK GROUP – November 19, 2014

Chair: Roy Church, Lorain County Community College

Strategic Plan

Dawn Larzelere kicked-off the meeting with a discussion about the Office of Workforce Transformation 2015 Strategic Plan. She shared that the new draft plan includes the addition of a fourth strategic priority, direct business services. While a number of business priorities were embedded in the current and previous strategic plans, it became clear that employer workforce needs is a priority and should be reflected more prominently in the plan.

Other key highlights for the 2015 strategic plan include:

Identify Business Needs

- In 2015, the office will be working to ensure Ohio's in-demand jobs data is current.

Job Training and Education Alignment

- With our in-demand needs identified, this strategic priority is focused on alignment with trainers and educators. In 2015, the Office of Workforce Transformation will be working closely with partner agencies to finalize supply data. Work is underway to ensure training program data is mapped appropriately to in-demand jobs data.
- Work also continues to advance reforms that embed work experiences more significantly in our education system.

Workforce System Reform

- The alignment reforms included in the Unified State Plan are an important priority in this section of the strategic plan. The plan will be submitted to the federal government at the end of this year and the office will focus on implementation in 2015.
- Identifying best practices across the state and creating a searchable database for those practices will be an important priority in 2015.
- With the passage of the Workforce Innovation and Opportunity Act in 2014, implementation of the reforms included in this federal legislation will be a priority project for the Office of Workforce Transformation in 2015. Ms. Larzelere shared that many of these federal reforms parallel the reforms the Office of Workforce Transformation is advancing in Ohio.
- Work also continues on a priority established by the board in the area of preparing aligned performance metrics for Ohio's workforce programs. Ms. Larzelere shared that this issue will remain a key project in 2015.



Governor's Executive Workforce Board

Work Group Update

Direct Employer Services

- The Office of Workforce Transformation will continue to work with partner agencies to improve OhioMeansJobs.com, an important tool to connect businesses to the workers they need. Additionally, the Office will continue to review and improve the Business Support Center and the Veterans Business Support Center to help businesses find the skilled workers they need.
- In an effort to provide our economic development team the tools they need to recruit and keep business in Ohio, the Office of Workforce Transformation is advancing a new “customized workforce” project in partnership with JobsOhio. This program will allow Ohio to create a company-specific workforce program – including recruitment and training – for key Ohio companies.
- Industry workforce alliances continue to be an important tool in our efforts to expand the talent pipeline in key industries. In 2014, the state issues awards to six industry workforce alliances. In 2015, Ohio will continue work with these alliances and evaluate their successes.

Brian Benyo shared that in his area, Youngstown State University serves as the clearinghouse for student work experiences. He suggested thinking about the role of college placement offices and considering the state's role in consolidating and offering these services.

Mr. Benyo and David Wynn also encouraged the office to think about the significance of a marketing campaign for OhioMeansJobs.com. Mr. Benyo shared that his company is targeting underemployed individuals who did not complete their college education and encourages the state to market opportunities to these population as well.

Workforce Success Measures

Michael Evans provided a brief update on Ohio's Workforce Success Measures. The Office of Workforce Transformation is preparing to unveil the dashboard at the December 9 meeting of the Governor's Executive Workforce Board. The dashboard will serve as a valuable tool to evaluate Ohio's workforce programs at both the state and local levels. Mr. Evans also shared that aligned performance metrics is included in the federal Workforce Innovation and Opportunity Act and that Ohio is ahead of the curve in work that all states will be doing in 2015 to develop basic workforce measures for top workforce programs.

Unified State Plan

Christine Morrison shared that the office is putting the finishing touches on the Ohio's Unified State Plan. The office released the draft plan at the end of October and that the comment period closed November 19, 2014. The office hosted five regional hearings throughout the state to present the plan and listen to feedback. The hearings were very successful and the feedback has been helpful and worthwhile. The Office will be prepared to submit the plan to the federal government by the end of the year.

Board Meeting Preview

Ms. Larzelere shared the agenda for the upcoming December 9 Governor's Executive Workforce Board meeting. She looks forward to sharing the 2014 annual report for the Office of Workforce Transformation and getting feedback on the 2015 strategic plan. The board can also expect to learn more about the customized workforce proposal from staff at JobsOhio and hear from local workforce partners about their thoughts and expectations with the Ohio's Workforce Success Measures, which will be unveiled the day of the board meeting.



Governor's Executive Workforce Board

Work Group Update

In closing, Ms. Larzelere asked for volunteers to review and offer feedback to the 2014 Annual Report. She also mentioned that she would be scheduling the quarterly Workforce System Reform Work Group meetings for 2015 so that the members can plan accordingly.

YOUTH WORK GROUP – November 21, 2014

Chair: Amanda Hoyt, Faith in Public Life

Christine Morrison gave an update on the work that is underway to better align the programs of TANF Summer Youth and WIA Youth to maximize available resources and provide more comprehensive wrap around services. The group has identified a series of reforms to advance that include but are not limited to:

- Common application;
- Common standards for soft-skills/job readiness training;
- Require use of OhioMeansJobs.com; and
- Improved data reporting.

In addition to working on TANF Summer Youth and WIA Youth, the group will serve as a great resource as Ohio implements the recently passed federal Workforce Innovation and Opportunity Act and the state's Unified State Plan for WIA, Carl Perkins and ABLE.

Dawn Larzelere previewed the agenda for the upcoming December 9, 2014 Governor's Executive Workforce Board meeting.



UNIFIED STATE PLAN

Communications efforts in the last quarter of 2014 have focused on developing and implementing a plan to share details on the state's efforts to prepare a unified state plan for our most significant workforce programs.

The state hosted five regional listening sessions for interested parties to share comments on the workforce system reforms detailed in the Unified State Plan released on October 21.

Office of Workforce Transformation (OWT) prepared a communications plan with the goal of ensuring Ohio's workforce development partners understand their role in system change and how the reforms in the state's unified plan will build a better system to ensure businesses have access to the workers they need to grow in Ohio and individuals have access to the resources and training they need to compete for Ohio's in-demand jobs.

Key elements of the communications plan include:

- Providing stakeholders and partners detailed information about the plan and proposed reforms.
- Developing a toolkit of turnkey information including:
 - Video for OWT website
 - White paper and fact sheet summarizing Unified State Plan and reforms
 - Talking points
 - Quotes from interested parties
 - PowerPoint Presentations to provide an overview of the reforms and the process to engage stakeholders to identify the reforms
 - Web banner/button (to access information about the reforms)
 - Sample newsletter articles
 - Online form to submit comments about the plan and the reforms

VETERANS

This fall, the Ohio Department of Job & Family Services announced the roll-out of the Veterans Business Support Center, a valuable online resource, offering personal support to businesses looking to hire veterans.

In November, Governor John Kasich signed a resolution proclaiming the month "Hire a Veteran Month." The Ohio Department of Veterans Services, the Ohio Board of Regents, Ohio Department of Job & Family Services and other state agencies have been working to promote the resolution and the helpful resources available on OhioMeansJobs.com for both returning veterans looking for work and businesses looking to hire veterans.



OFFICE OF WORKFORCE TRANSFORMATION WEBSITE

Work also continues to improve the office's website. This fall, the following updates/changes were made to site:

- Videos summarizing key initiatives are included for the following projects:
 - OhioMeansJobs.com
 - Unified State Plan
 - In-Demand Jobs
 - Workforce Success Measures
 - Veterans
 - Industry Workforce Alliances

Enhancements were made to the "Industry Workforce Alliance" page to make it more visually interesting and user friendly. Additional documents were included in the toolkit section to support industry and workforce partners interested in starting an alliance.

2014 ANNUAL REPORT

Office of Workforce Transformation staff has prepared the 2014 annual report, as required by Ohio law, to illustrate the recent year's priorities and highlights. After review and approval at the December board meeting, the report will be distributed electronically to those who are included on the office listserv and will be made available on our website.