



## A Plan to Reform Ohio's Workforce System

**MISSION:** To grow Ohio's economy by developing a skilled and productive workforce, promoting effective training programs, and connecting Ohio employers with qualified workers.

	IDENTIFY BUSINESS NEEDS	CONNECT BUSINESS AND PEOPLE	ALIGN TRAINING TO BUSINESS NEEDS	EVALUATE RESULTS
<b>Problem</b>	Too often, jobs go unfilled because Ohio businesses are not able to recruit qualified workers. Identifying and summarizing the most urgent workforce needs of businesses in Ohio will allow the workforce and education systems to better align to meet the needs of an industry.	Connecting business and people can oftentimes be a challenging task. Ohio businesses need qualified people to fill in-demand job openings while individuals of all ages need to be aware of the viable career options currently available in Ohio.	Workforce demand must drive supply, and Ohio's workforce and education systems need to align their programs and services to fulfill business needs. Our education and workforce training system need to connect students and jobs seekers to information and training for Ohio's in-demand jobs.	Across the workforce delivery system, programs provide varying levels of accountability. If metrics are in place they are often not aligned to business needs and are difficult to compare programs serving similar customers since there are limited common metrics.
<b>Policy Priorities</b>	<ul style="list-style-type: none"> <li>Develop a process to identify and summarize industry job and skills needs</li> <li>Track educational supply that links back to in-demand job needs</li> <li>Ensure data is current and updated regularly</li> </ul>	<ul style="list-style-type: none"> <li>Use technology and system solutions to better connect business and people</li> <li>Focus finite resources to better provide Ohio's businesses access to skilled employees</li> <li>Provide more opportunities to connect business and workers</li> <li>Support populations with barriers to employment</li> </ul>	<ul style="list-style-type: none"> <li>Create a business-centric focus for all workforce training programs</li> <li>Create opportunities for individuals to identify and explore careers of interest</li> <li>Align and improve coordination of public workforce delivery systems and programs</li> <li>Create a seamless transition from secondary to post-secondary education, training and apprenticeships</li> <li>Create awareness around the 4 E's: Employment, Enrollment, Enlistment and Entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>Develop a common set of workforce success measures that are easy to understand and responsive to business needs</li> <li>Allow program administrators and policy makers to continually monitor progress across multiple programs and providers, creating better transparency and greater accountability</li> <li>Improve data sharing and performance reporting between workforce programs (Budget)</li> </ul>

<p><b>Initiatives</b> 2016</p>	<p><b>Phase V: Keep Ohio's In-Demand Jobs List Up-to-Date</b></p> <p><b>Demand</b></p> <ul style="list-style-type: none"> <li>✓ Re-issue forecasting tool to Ohio employers in 3Q, 2016</li> <li>• Publish updated in-demand job list by December 31, 2016</li> </ul> <p><b>Supply</b></p> <ul style="list-style-type: none"> <li>• Refine supply mapping process and continue to identify supply for additional in-demand jobs</li> <li>• State Workforce and Education Alignment Project (SWEAP) – launch an interactive tool that assists businesses identify the number of students completing education in Ohio's University System of Ohio that targets specific programs and their corresponding occupation</li> </ul>	<p><b>Phase V: Enhance Ongoing Initiatives to Increase Employers' Talent Pipelines</b></p> <ul style="list-style-type: none"> <li>✓ Launch JobsOhio's customized talent acquisition strategy for business locating or growing in Ohio</li> <li>✓ Apply for the ApprenticeshipUSA grant which aims to expand Registered Apprenticeship programs at community colleges</li> <li>✓ Launch competitive RFP for job placement strategies</li> <li>✓ Develop final proposal and presentation for JPM's New Skills for Youth grant competition</li> <li>• Promote pre-apprenticeship and apprenticeship opportunities starting in high school (MBR)</li> <li>• Require additional programs to use OhioMeansJobs.com</li> <li>• Evaluate the effectiveness of current Industry Workforce Alliances and analyze for potential to grow the talent pipeline for our most urgent workforce needs</li> <li>• Collaborate with state and local agencies to improve workforce services to Ohioans in poverty, as well as those with disabilities</li> <li>• Explore opportunities to leverage OhioMeansJobs.com technology by building a portal that allows businesses to pre-emptively consider offenders who are exiting an ODRC re-integration unit</li> <li>• Evaluate Certificate for Qualified Employment (CQE) standards to streamline process for ex-offenders (MBR)</li> <li>• Leverage ODHE's GREAT initiative to supply international talent to Ohio businesses</li> <li>• Enhance OhioMeansJobs.com's Industry Landing pages to increase users' exposure to potential employers and employer associations</li> </ul>	<p><b>Phase V: Bolster Alignment of Workforce Programs</b></p> <ul style="list-style-type: none"> <li>✓ Partner with JFS/OSHI on July 1, 2016 implementation of Comprehensive Case Management and Education Program with counties</li> <li>✓ Submit Ohio's 2016 Combined State Plan to the Federal Government</li> <li>• Work with state agencies and local provider network to implement WIOA reforms</li> <li>• Work with General Assembly to implement workforce legislation to comply with WIOA (MBR)</li> <li>• Develop policy for local and regional plans for local workforce delivery systems that improve collaboration and implementation of needed reforms</li> <li>• Work with ODE and ODHE to identify reforms for better collaboration for the ABLE, Adult Diploma and 22+ programs to better address one million adults without a high school diploma</li> <li>• Work with Ohio's library system to identify opportunities for better collaboration</li> <li>• Implement additional high school equivalency options for adult learners (HB 113)</li> <li>• Partner with LeanOhio and state agencies to advance the implementation of Ohio's 10 workforce reforms</li> <li>• Partner with state agencies to develop a data warehousing system to begin the process of workforce programs/providers being able to share data – shared workforce services</li> <li>• Partner with the business community, ODHE, and the University System of Ohio to better align computer science and IT curriculum to the in-demand skills needs of business</li> </ul>	<p><b>Phase V: Improve Data Driven Strategies</b></p> <ul style="list-style-type: none"> <li>✓ Develop a system to better identify and track funding and spending for various workforce programs</li> <li>✓ Add county demographic information and a county and program comparison tool to make the Workforce Success Measures website more user-friendly</li> <li>✓ Consolidate and streamline the oversight and approval process for the OLDA project</li> <li>• Evaluate and implement enhancements and add new programs and additional program year information to Workforce Success Measures website</li> <li>• Get data posted quicker using interim six month reports</li> <li>• Determine how to coordinate metrics with WIOA metrics</li> </ul>
------------------------------------	---	---	---	--

<b>Initiatives</b> 2015	<b>Phase IV: Understand Supply's Impact on In-Demand Jobs</b> <ul style="list-style-type: none"> <li>✓ Ensure In-Demand Jobs list reflects current and future business needs</li> <li>✓ Communicate progress to prioritize in-demand jobs with business community</li> <li>✓ Develop initial process to identify supply for in-demand jobs <ul style="list-style-type: none"> <li>• Map supply for some of the most urgent in-demand jobs</li> </ul> </li> </ul>	<b>Phase IV: Expand Connections with Business and People with Barriers</b> <ul style="list-style-type: none"> <li>✓ Update the Governor's Executive Order that formed the Office of Workforce Transformation to align the Governor's Executive Workforce Board with the Workforce Innovation and Opportunity Act (WIOA)</li> <li>✓ Develop Promising Workforce Practices interactive guide</li> <li>✓ Launch new OhioMeansJobs.com portals for Veterans and Higher Education students</li> <li>✓ Promote use of OhioMeansJobs.com through required registration among various state program participants</li> </ul>	<b>Phase IV: Ensure Students and Job Seekers Understand In-Demand Job Opportunities</b> <ul style="list-style-type: none"> <li>✓ Embed and provide credit for work opportunity experiences throughout Ohio's education system</li> <li>✓ Implement alignment reforms from Unified State Plan</li> <li>✓ Implement WIOA</li> <li>✓ Engage K-12 and higher education counselors and educators to expose students to in-demand career opportunities</li> <li>✓ Create unique portal for higher education students on OhioMeansJobs.com</li> </ul>	<b>Phase IV: Evaluate Usage and Consider Additional Programs</b> <ul style="list-style-type: none"> <li>✓ Market dashboard's functionality to potential users <ul style="list-style-type: none"> <li>• Develop new enhancements to make site more functional and valuable to users</li> </ul> </li> </ul>
<b>Initiatives</b> 2014	<b>Phase III: Market Ohio's In-Demand Jobs</b> <ul style="list-style-type: none"> <li>✓ Update in-demand jobs data regularly</li> <li>✓ Market in-demand jobs to students, job seekers, business and local workforce</li> <li>✓ Create an inventory of Ohio's education and training programs to understand supply</li> </ul>	<b>Phase III: Identify Additional Worker Pipelines for Business to Find Talent</b> <ul style="list-style-type: none"> <li>✓ Prioritize veterans as a ready workforce by improving how the state gives credit for military training and priority of service through Executive Order and legislation</li> <li>✓ Enhance OhioMeansJobs.com to support individuals in job searches and businesses in worker searches</li> <li>✓ Launch Business Support Center and Veterans Business Support Center, including email and live toll free phone number access</li> <li>✓ Fund six Industry Workforce Alliance pilots to expand the talent pipeline for our most urgent workforce needs</li> </ul>	<b>Phase III: Unify and Align State's Workforce Programs</b> <ul style="list-style-type: none"> <li>✓ Submit Ohio's Unified State Plan with alignment reforms to federal government</li> <li>✓ Increase career pathway opportunities in our education system, from Kindergarten-to-Job</li> <li>✓ Market inventory of Ohio's education and training programs through OhioMeansJobs.com</li> <li>✓ Expand and enhance career technical opportunities</li> </ul>	<b>Phase III: Develop On-line Dashboard</b> <ul style="list-style-type: none"> <li>✓ Conduct focus group with local program providers to obtain feedback on the functionality of the dashboard prior to launch</li> <li>✓ Launch online Workforce Success Measures dashboard</li> </ul>
<b>Initiatives</b> 2013	<b>Phase II: Summarize Ohio's In-Demand Jobs</b> <ul style="list-style-type: none"> <li>✓ Finalize methodology to summarize in-demand jobs utilizing three data sources: State labor projections, OhioMeansJobs job posting trend data, and results from forecast survey</li> <li>✓ Prepare easy-to-read data reports summarizing findings</li> </ul>	<b>Phase II: Develop Strategies for Further Business Input</b> <ul style="list-style-type: none"> <li>✓ Provide training funding to Ohio's incumbent workforce through public-private partnerships</li> <li>✓ 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</li> </ul>	<b>Phase II: Align Training Programs to Ohio's Workforce Needs</b> <ul style="list-style-type: none"> <li>✓ Finalize K-12 model curricula to include Career Connections principles</li> </ul>	<b>Phase II: Identify Metric Parameters</b> <ul style="list-style-type: none"> <li>✓ Work with stakeholders to identify common metrics and programs to evaluate first</li> </ul>

<b>Initiatives</b> <i>2012</i>	<b>Phase I: Develop forecasting tool and process</b> <ul style="list-style-type: none"> <li>✓ Create a tool to identify business' job and skills needs</li> <li>• Study potential for using existing data to track demand, including OhioMeansJobs.com and Labor Market Information</li> </ul>	<b>Phase I: Create a Structure to Prioritize Business in Workforce Reform</b> <ul style="list-style-type: none"> <li>✓ Create the Office of Workforce Transformation and the Governor's Executive Workforce Board through a Governor's Executive Order</li> <li>✓ Receive \$12 million from U.S. Department of Labor for OhioMeansJobs.com enhancements for business and job seekers</li> </ul>	<b>Phase I: Include Career Development in K-12 Curriculum</b> <ul style="list-style-type: none"> <li>✓ Institute a framework for providing an introduction to career opportunities in K-12</li> <li>✓ Inventory state and local workforce programs</li> </ul>	<b>Phase I: Identify Need for Shared Metrics</b> <ul style="list-style-type: none"> <li>✓ Need for common metrics across multiple workforce programs identified by the Governor's Executive Workforce Board</li> </ul>
-----------------------------------	--	---	---	--