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## Governor's Office of Workforce Transformation

2015 Annual Report



John R. Kasich, Governor

Governor's Office of  
Workforce Transformation

Ryan D. Burgess, Director

**Ohio**  
MEANS  
**Jobs**

# Contents

 **Section One** ..... 3

- Letter from Director of the Governor's Office of Workforce Transformation and Chair of the Governor's Executive Workforce Board

 **Section Two** ..... 4

- Governor's Executive Workforce Board

 **Section Three** ..... 6

- Economic Overview
- Strategic Priorities
- 2015 Priority Projects
  - Identify Business Needs
  - Connect Business & Workers
  - Align Training to Business Needs
- OhioMeansJobs.com
- FY 2016-2017 Budget Overview

 **Section Four** ..... 24

- Priority Projects for 2016





**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  
Brillex Industries Inc.

John Carey  
Ohio Department of Higher Education

Roy A. Church  
Lorain County Community College

Janet Weir Creighton  
Stark County Commission

Tim Derickson  
Ohio House

Cynthia Dungey  
Ohio Department of  
Job and Family Services

Dennis Franks  
Pickaway-Ross Career and  
Technology Center

Vicki Giambone  
CBD Advisors

Christina L. Hurr  
Goodwill Easter Seals Miami Valley

Andrea Kramer  
City Apparel/Go Grow Strategies

Stephen Lipster  
The Electrical Trades Center

Kevin Miller  
Opportunities for Ohioans  
with Disabilities

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  
Cuyahoga Community College

Sandra Williams  
Ohio Senate

David Wynn  
BASF Corporation

Thomas F. Zenty III  
University Hospitals

January 31, 2016

The Honorable John R. Kasich  
Office of the Governor  
77 South High Street, 30th Floor  
Columbus, Ohio 43215

Dear Governor Kasich,

In the same way that a rising tide lifts all boats, a robust economy opens the doors to prosperity – for both Ohio businesses and Ohio workers. A qualified, skilled workforce helps Ohio businesses succeed and grow, and quality jobs help Ohioans provide for their families.

The Office of Workforce Transformation is committed to growing Ohio's economy by developing a skilled workforce, promoting effective training programs, and connecting Ohio employers with qualified workers. To achieve this mission, our work focused on three priorities:

**Identify Business Needs.** Ensuring Ohio's workforce programs meet the needs of business starts with understanding what jobs Ohio employers are looking to fill. In partnership with the business community, we developed a list of 210 occupations that employers identified as urgent workforce needs both now and in the future. Additionally, we're working to more fully understand the supply side of the equation; how many skilled individuals the state's education and training institutions graduate every year.

**Connect Businesses & Workers.** We are cutting the bureaucratic red tape associated with government-run workforce development programs, making it easier for Ohioans to find jobs and training opportunities, as well as for Ohio businesses to find employees and access training for their current staff. Through a number of reforms, including enhancing services on OhioMeansJobs.com – the state's one-stop, online career center – we're promoting the valuable tools and resources available to job seekers, students and Ohio employers.

**Align Training to Business Needs.** The simple economics—supply and demand—of the workforce system inform how the state can best utilize its resources to meet the needs of Ohio employers. We are working to ensure that the state's education and training partners are providing enough graduates, and that they are preparing graduates with the knowledge and skills that employers are looking for when hiring qualified workers.

Additionally, we must evaluate our results. Understanding the data behind Ohio's workforce programs helps the state and local providers make informed decisions on what programs are working and what needs improvement. It also allows the workforce delivery system to serve as a valuable resource for businesses and individuals.

Together with our partner agencies, we continue to break down barriers to employment, training and education in Ohio. We continued our work to ensure veterans have access to employment resources and, most recently, we worked with the Office of Human Services Innovation to take a more holistic approach to identifying barriers to employment.

With your support, and the commitment of the members of the Governor's Executive Workforce Board, we are making Ohio an even better place to live and work.

Sincerely,

**Ryan D. Burgess**  
Director

**R. Blane Walter**  
Chairman



## Governor's Executive Workforce Board

A qualified workforce is an essential part of Ohio's economic future. In 2012, Governor John Kasich created the Governor's Executive Workforce Board to align Ohio's workforce training and education programs with the needs of Ohio businesses. This year through Executive Order 2015-08K he aligned Board's activities with the recently passed Workforce Innovation and Opportunity Act, and expanded the Board membership. Now, along with members representing private-industry, the Board has members from labor and education organizations, training service providers, and the Ohio General Assembly.

The Board, chaired by R. Blane Walter of Talisman Capital Partners, advises the Governor and the Office of Workforce Transformation on reforming and streamlining Ohio's workforce delivery system while ensuring the reforms focus on the most in-demand jobs.

### 2015 Governor's Executive Workforce Board

John R. Kasich  
*Governor, State of Ohio*

R. Blane Walter (Chair)  
*Partner, Talisman Capital Partners*

Dennis A. Nash (Vice-Chair)  
*Chairman & CEO, Kenan Advantage Group*

Mike Archer  
*President & CEO, Pioneer Pipe/Pioneer Group*

John E. Barnes, Jr.  
*State Representative, Ohio House (12th District)*

Bill Beagle  
*State Senator, Ohio Senate (5th District)*

Brian P. Benyo  
*President & CEO, Brilex Industries Inc.*

John Carey  
*Chancellor, Ohio Department of Higher Education*

Roy A. Church  
*President, Lorain County Community College*

Janet Weir Creighton  
*County Commissioner, Stark County*

Tim Derickson  
*State Representative, Ohio House (53rd District)*

Cynthia Callender Dungey  
*Director, Ohio Department of Job and Family Services*

Dennis Franks  
*Superintendent, Pickaway-Ross Career & Technology Center*

Vicki Giambrone  
*Partner, CBD Advisors*

Christina L. Hurr  
*Goodwill Easter Seals Miami Valley*

Andrea Kramer  
*Founder/President, City Apparel / Go Grow Strategies*

Stephen Lipster  
*Director, The Electrical Trades Center*

Kevin Miller  
*Executive Director, Opportunities for Ohioans with Disabilities*

Phillip L. Parker  
*President & CEO, Dayton Area Chamber of Commerce*

Albert B. Ratner  
*Co-Chairman Emeritus, Forest City*

Doug Reffitt  
*Director, Indiana/Kentucky/Ohio Regional Council of Carpenters*

Jamie Regg  
*Senior Executive, Communications and Infrastructure, GE Aviation*

Patrick Sink  
*Business Manager, International Union of Operating Engineers*

Richard A. Stoff  
*President & CEO, Ohio Business Roundtable*

David Whitehead  
*Chair, Cuyahoga Community College*

Sandra Williams  
*State Senator, Ohio Senate (21st District)*

David Wynn  
*Manufacturing Director, BASF Corporation*

Thomas F. Zenty III  
*Chief Executive Officer, University Hospitals*



## Board Work Groups

The Governor's Executive Workforce Board prioritizes its efforts through five work groups, which meet quarterly and provide detailed feedback and guidance on specific workforce initiatives. Board members choose work groups based on their expertise and interests.

### Business Engagement

Chair: Richard Stoff

The business engagement work group ensures that the state always has a strong business voice in all workforce reforms. This group is instrumental in the development and ongoing work of Ohio's In-Demand Jobs list.

### Education, Training and Youth

Chair: Dennis Franks

This new work group combines the efforts of the Education and Training, and Youth work groups. Members of both groups determined there was overlap of initiatives and it would be more efficient to merge efforts. This group ensures Ohio's education and training programs are aligned to the state's workforce needs and adequately prepare and connect job seekers and students of all ages to Ohio's in-demand jobs.

### Veterans

Chair: Jamie Regg

The veterans work group coordinates multiple state efforts to support transitioning military members, veterans and their families. This group also works to market job opportunities to veterans as well as promote veterans as a ready workforce to Ohio businesses.

### Workforce Development Board Chairs

Chair: Blane Walter

This workgroup was formed to open the lines of communication and facilitate collaboration with the chairs of the local workforce development boards. As members of their respective business communities, the chairs bring valuable, local perspective to the work of the office.

### Workforce System Reform

Chair: Roy Church

This work group focuses on continuously improving Ohio's workforce system to ensure better alignment of our programs and efficiencies in our resources.

## Summary of 2015 Board Presentations

In 2015, the Governor's Executive Workforce Board key agenda items included:

- *Office of Human Services Innovation Reforms – March 2015, September 2015*
- *Best Practices around Youth Education – March 2015*
- *Connecting Veterans with Ohio Employers – June 2015*
- *Understanding Workforce Supply – June 2015, September 2015*
- *Industry Workforce Alliances Update – June 2015*
- *Workforce Innovation and Opportunity Act Updates – March 2015, June 2015, September 2015, December 2015*
- *State Biennial Budget Review of Items Impacting Workforce – March 2015, June 2015, September 2015*
- *Employing Individuals with Barriers, featuring Opportunities for Ohioans with Disabilities – September 2015*
- *Increasing Apprenticeships and Opportunities in Skilled Trades – December 2015*
- *Combined Workforce Plan and 2014 Unified State Plan Update – December 2015*



# Economic Overview

In 2011, after Ohio lost 350,000 private sector jobs and the state faced an \$8 billion budget shortfall, Governor Kasich took office and made growing the economy and creating jobs Ohio's number one priority. Today, Ohio looks much different, standing on strong economic and financial ground. Ohio has gained approximately 400,000 private sector jobs, the state's poverty rate dropped for the third straight year, and the rainy day fund is at its maximum amount allowed by state law.



SINCE JANUARY 2011, PRIVATE EMPLOYMENT INCREASED BY 400,700 JOBS, A 9.3% GROWTH

## Private Sector Employment

	January 2011	December 2015
<b>Private</b>	4,291,900	4,691,700

Source: Current Employment Statistics



## Worker Wages

Since January 2011, Ohio incomes are growing faster than the national rate.

	Ohio	US
<b>Average Weekly Wage</b> Growth from January 2011 to December 2015	+13.4 percent	+9.7 percent

Source: U.S. Bureau of Labor Statistics

AVERAGE WEEKLY WAGE GROWTH FROM JANUARY 2011 TO October 2015

Ohio: +13.4 percent  
US: +9.7 percent



	Ohio	US
<b>Median Household Income</b> Growth from 2010 to 2014	+9.4 percent	+7.2 percent

Source: U.S. Census, American Community Survey

MEDIAN HOUSEHOLD INCOME

GROWTH FROM 2010 TO 2014

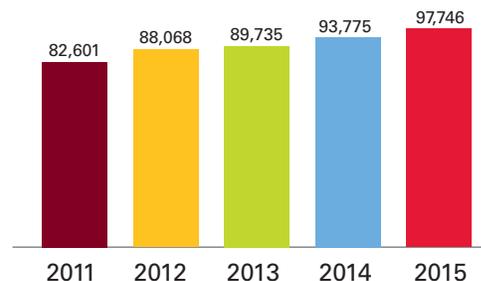
Ohio: +9.4 percent  
US: +7.2 percent

## New Business Filings

In 2015, 97,746 new businesses have been formed in Ohio, setting the pace for 2015 to again be a record-setting year for business creation in Ohio. By comparison, businesses creation in 2015 is 21.8% more than in 2010.

Source: Ohio Secretary of State

### NEW BUSINESS FORMATION



## Quick Economic Facts

- Since January 2011, Ohio's private sector employment has grown by 400,700.
- Since January 2011, Ohio's unemployment rate has fallen from 9.1% to 4.7% today.
- Since January 2011, Ohio incomes are growing faster than the national rate.





## JobsOhio Highlights

A key factor in attracting and retaining companies is the availability of a qualified workforce. The partnership between JobsOhio and the Office of Workforce Transformation is critical to ensure Ohio's dedicated workforce remains an asset for Ohio employers. Working together, the state and JobsOhio address the workforce needs of new and expanding businesses through a coordinated, directed approach to build a pipeline of qualified employees for years to come.

## Southeast Ohio Cracker Statistics

In 2015, the American subsidiary of PTT Global Chemical, Thailand's largest integrated petrochemical and refining company, announced it was investing \$100 million to conduct detailed engineering design for a world-scale cracker in Southeast Ohio. If constructed, the project represents a multibillion-dollar investment, and thousands of construction jobs, and hundreds of permanent jobs. The Office of Workforce Transformation, the Ohio Departments of Higher Education and Job and Family Services, along with several members of the Governor's Executive Workforce Board, worked alongside JobsOhio to address the unique workforce challenges provided by this large project. The state looks forward to continuing to work with workforce partners, local training providers, and others to meet the workforce needs of this important project now and into the future.

## 2015 JobsOhio Impact

- Total Projects: 330
- New Jobs Created: 23,602
- Jobs Retained: 54,233
- Total Jobs: 77,835
- Total Jobs Payroll: \$4.1 billion
- Capital Investments by Company: \$6.7 billion



*\*Figures reflect both jobs created and retained, as well as those committed to be created and retained*

## What They Are Saying

"Governor Kasich and the team at JobsOhio have made us feel more welcome than we would ever have anticipated. Their enthusiasm about this project and the effectiveness of their team have been key to our focus on this site."

*Supattanapong Punmeechaow, President and CEO, PTT Global Chemical Public Company Limited*





## Strategic Priorities

The mission of the Governor's Office of Workforce Transformation is to grow Ohio's economy by developing a skilled workforce, promoting effective training programs, and connecting Ohio employers with qualified workers. To accomplish this, the office concentrates on three main priorities:

-  **Identifying the Needs of Business – Understanding what jobs businesses need now, and in the future allows the state to focus resources towards meeting those needs.**
-  **Connecting Business and Workers – Cutting the red tape associated with government-run workforce development programs makes it easier for Ohioans to find jobs and training opportunities, makes it simpler for employers to find qualified employees, and ensures that state agencies work together and coordinate their workforce programs.**
-  **Aligning Training to Business Needs – An effective workforce system must ensure that training programs are providing the skills and education that employers are looking for to fill jobs that exist today, and in the future.**

The work of the office does not end there—we evaluate our results. It is important to understand what workforce programs are working, and what programs are not working. Accurate and consistent reporting, across workforce programs, is a crucial element to the reform efforts of the state.

## 2015 Priority Projects

In 2015, the Office of Workforce Transformation focused on implementing many of the reform efforts identified from the prior year. From the ten reforms in 2014's unified state workforce plan, to identifying and compiling information on Ohio's supply of trained workers, highlights of the past year include a variety of efforts to better connect businesses and workers.

The following projects and efforts provide a snapshot of the work of the Office of Workforce Transformation – guided by the Governor's Executive Workforce Board – to transform Ohio's workforce delivery system to better serve individuals and Ohio employers.

### Identifying the Needs of Business

#### Ohio's In-Demand Jobs

Ensuring that Ohio's workforce resources are aligned to the needs of Ohio employers starts with identifying businesses' most urgent job needs. Over the last two years, the Office of Workforce Transformation, together with the Governor's Executive Workforce Board, the Ohio Business Roundtable and the Ohio Department of Job and Family Services, developed Ohio's In-Demand Jobs list from three key data sources:

- State labor market statistics and occupational projections
- Job posting trends from OhioMeansJobs.com
- Direct-employer forecasted job needs

In 2015, the state worked with JobsOhio to identify occupations supporting Ohio's emerging industries based on updated labor market statistics. Incorporating this new data, the In-Demand Jobs list now recognizes 210 occupations as in-demand in Ohio.

Ohio's In-Demand Jobs list – accessible at OhioMeansJobs.com – offers valuable information to Ohioans looking at careers. For job seekers, the list provides a snapshot of what Ohio jobs have the most openings and growth opportunities. For students, it can help guide education and training choices. Ohio's In-Demand Jobs list allows the state to align resources and policies to address the critical workforce needs of Ohio's employers.





## Supply Work

With the development of Ohio's In-Demand Jobs list, the state gained a better understanding of the most urgent workforce needs of Ohio employers. But to create a more accurate picture of Ohio's workforce, the state needed to understand the supply side of the equation – how many skilled individuals Ohio's education and training institutions graduate every year. Led by the Ohio Department of Higher Education, the Office of Workforce Transformation is working to identify those graduates, as well as answering additional questions:

- **Where are students enrolled and in what programs?** Knowing the number of incoming students, and what areas of study, helps to provide a gauge on the potential available workforce in the coming years.
- **From which institutions and regions are students graduating?** Seeing the regions of Ohio that are graduating skilled individuals allows the state to better understand regional workforce trends.
- **What programs are being offered by which institutions?** Understanding what programs are offered at various schools throughout the state helps to address potential workforce gaps.
- **Are graduates finding jobs and are they staying in those jobs?** Ensuring that Ohio's graduates are not only staying in Ohio, but are able to find employment in the state helps to ensure an adequate pipeline of workforce talent.

Identifying Ohio's supply of potential workers, together with Ohio's In-Demand Jobs list, allows the state to see potential workforce gaps, and align resources to fill those gaps. To facilitate greater discussion around workforce supply, Ohio was chosen as one of four states to participate in the State Workforce and Education Alignment Project (SWEAP) through the National Skills Coalition. Together with California, Mississippi and Rhode Island, Ohio received a grant and technical assistance to identify and implement new data tools around the supply and demand of the state's workforce. It is the goal of the SWEAP to leverage this data to inform state policy that helps more individuals attain credentials and competencies leading to rewarding careers aligned to Ohio's employer needs.

## By the Numbers: In-Demand Jobs

- As of December 1, 2015, Ohio has 210 jobs recognized as in-demand.
- The 210 in-demand jobs match to approximately 17,000 related job titles.
- More than 96 percent of Ohio's in-demand jobs require at least a high school diploma, with more than 60 percent requiring at least some post-secondary training.
- 85 percent of unemployed individuals seeking training through an OhioMeansJobs center are directed to education and training opportunities aligned to one of Ohio's in-demand jobs.
- In-demand jobs are highlighted on OhioMeansJobs.com, with these jobs prioritized throughout the site, including career pathways designed to guide students and job seekers toward the jobs Ohio employers need today and in the future.

## What They Are Saying

"SWEAP will create better cross-program information that allows states to see how these programs can work together, and how individuals can advance through them over time in the pursuit of postsecondary credentials and higher-paying employment."

*Andy Van Kleunen,  
CEO of the National Skills Coalition.*

## ▶ Connecting Business and Workers

### OhioMeansJobs.com

One of Governor Kasich's goals is to improve customer service throughout state government, including Ohio's workforce delivery system. In 2014, the new and improved OhioMeansJobs.com was released, transforming the site into a full-service online career counselor and business services resource. The site acts as a central front door, providing access to the state's workforce services. Throughout 2015, the state continued to make many enhancements – including improving OhioMeansJobs K-12 and launching the OhioMeansJobs Higher Education portal – making it easier to interact with the site.

### OhioMeansJobs.com K-12

Launched in the fall of 2014, the state built and promoted the OhioMeansJobs K-12 portal – a division of the main site dedicated to serving Ohio's kindergarten through high school students. From assessment tools that match a student's interest to potential careers, to industry pages that offer a snapshot of in-demand career fields, OhioMeansJobs K-12 provides Ohio students with the tools and resources necessary to connect their education to potential careers. Since its launch, more than 146,000 students and parents have registered with OhioMeansJobs K-12 to start the process of learning about careers in Ohio. Additionally, the site now facilitates local school districts administrator access, allowing teachers to follow student progress of career assignments and assessments. The Ohio Department of Education continues to work with school staff, teachers and parents to improve the site.

### OhioMeansJobs.com Higher Ed

Access to career counseling allows Ohio's college students to make more informed choices about their education, as well as potential career choices. A section of OhioMeansJobs.com is now dedicated to serving students throughout Ohio's college, university and career technical education systems.

In September, the new portal was live with a number of resources for Ohio's post-secondary students. Visitors are greeted by a video of the Ohio Department of Higher Education Chancellor John Carey, encouraging users to use OhioMeansJobs.com features, such as:

- Career Pathways – Individualized educational paths, demonstrating how a student can use education and experience to advance in the workplace
- Career Services Contacts – Contact information for every public college, technical center and university to help students connect education to careers
- Internship & Co-Op Search – A page of experiential learning opportunities available right now, right here in Ohio
- OhioMeansJobs.com Backpack – A user homepage where they can save activity, research and important documents
- Practice Interview Tool – A virtual interview resource to help students nail their next job interview
- Scholarship Search – A database of scholarship opportunities to assist in paying tuition

### Increasing Outreach to Ohio's K-12 Students

Encouraging students to utilize the career exploration tools available on OhioMeansJobs K-12 starts with reaching out to Ohio parents. Starting in July, and running through mid-August 2015, the Office of Workforce Transformation, with its state agency partners, developed an outreach campaign to showcase OhioMeansJobs K-12 through Facebook advertising. Highlighting some of the available career resources available to Ohio students and parents, the campaign sought to increase registrations and awareness of OhioMeansJobs K-12.

- Over 33,000 website clicks
- Over 200 "likes" to the OhioMeansJobs Facebook page
- Reaching roughly 2 out of every 3 Ohio parents on Facebook
- Outperformed 95% of similar Facebook outreach campaigns

## OhioMeansJobs.com Career Fairs

Throughout the spring, the state held six career fairs, one in each JobsOhio region, to promote the variety of quality resources available to both individuals and Ohio employers at OhioMeansJobs.com. Divided into two sessions, the morning portion presented information to Ohio employers and workforce professionals on workforce trends, and a review of the features available to employers on the OhioMeansJobs.com website. In the afternoon, a career fair was held to help local businesses fill open positions and job seekers identify new opportunities.

The state promoted the OhioMeansJobs.com Career Fairs with local media and it had a direct impact on the event turnout. OhioMeansJobs.com staff conducted a number of media interviews, to promote the events. Along with the more than 300 employers and more than 1,800 job seekers who attended the events, another 1,000 Ohioans tuned in to view a live stream of the event on the internet.

## 2015 JOB FAIRS



## OhioMeansJobs.com-Bureau of Workers' Compensation Partnership

The Office of Workforce Transformation, the Bureau of Workers' Compensation and OhioMeansJobs.com teamed up to find employment opportunities in Ohio for injured workers who, due to work-related injuries, cannot return to their previous jobs. The program utilizes the resources available at OhioMeansJobs.com to help workers search for jobs, build and promote their resume, and access training opportunities to get back into the workforce.

The program, which officially began in May, requires all injured workers receiving employment services through the Bureau's vocational rehabilitation programs to register with OhioMeansJobs.com. Employers are able to access financial incentives and employment resources available to those who hire injured workers on the site. Additionally, the Bureau of Workers' Compensation can provide employers with financial resources for training, whether in the classroom or on the job, as well as assist with an employee's wages through employer-incentive programs.

## OhioMeansJobs-Rehabilitation and Corrections Partnership

To enhance the employability of individuals with a criminal history, the Ohio Department of Rehabilitation and Corrections partnered with the OhioMeansJobs staff to prepare offenders for employment after their release. In addition to providing employability skills training, the partnership works with resources available at a corrections-specific OhioMeansJobs web portal to provide additional supports to assist offenders in joining the workforce upon their release.

A new addition to the site this year – available to all OhioMeansJobs.com users – is a mock interview tool. It allows users to practice and fine tune interview skills prior to meeting with an employer. Through the affiliated OhioMeansJobs web portal, offenders are able to experience virtual interviews, tailored to specific industries or competencies, better preparing them for future employment. This provides the support necessary to ensure sustained recovery after their release, reducing recidivism and creating greater opportunity for Ohio's second-chance job seekers.

## The Office of Human Services Innovation

A job is the best anti-poverty program. And, Ohio is committed to lifting up those who live in poverty and removing their barriers to employment. That's why Governor Kasich created the Office of Human Services Innovation. This Office works to break down the barriers to employment and helps individuals on a path toward self-sufficiency by coordinating a holistic approach to serving Ohioans instead of only working to resolve an immediate crisis or problem.

The Office of Human Services Innovation will first look at young Ohioans, ages 16 to 24 years old, and identify and then break down their barriers to employment. Ohioans ages 16 to 24 years olds have the highest unemployment rate and often have barriers to employment such as lack of education, or transportation to and from the work site. By focusing on younger Ohioans, the state can address barriers earlier, and before they become lifetime obstacles.

County Departments of Job and Family Services are working with local OhioMeansJobs centers to create a coordinated, person-centric comprehensive case management system. Through a comprehensive case management system, Ohioans in need will receive a complete assessment to determine the services and supports necessary to help them enter the workforce. The assessment is currently being piloted in seven counties throughout Ohio.

## Partnering with Opportunities for Ohioans with Disabilities

Governor Kasich believes that all Ohioans should benefit from the state's prosperity and have the opportunity for success. The Office of Workforce Transformation is working to identify innovative approaches to addressing individuals with barriers to employment, including individuals with disabilities. One initiative is Ohio's Transition Support Partnership, a collaboration between the Ohio Department of Education and Opportunities for Ohioans with Disabilities, the state's vocational rehabilitation service provider.

The purpose of the Partnership is to improve post-secondary outcomes for individuals with disabilities by helping students at an early age – beginning at age 14 – to get a head start on gaining the skills to become job ready. By utilizing evidence-based predictors of success and working with people at various stages on their unique path to employment, the Partnership is increasing independence and career readiness.

Through an increased presence in Ohio's career technical planning districts, expanded access to career exploration resources at a younger age for students with disabilities, and a commitment to connecting students to long-term support services, the Partnership provides a person-centered approach to ensuring that individuals with disabilities have the opportunities not only to find a job, but also to succeed in their chosen career paths.

### What They Are Saying

"This is a wonderful example of manufacturers strengthening the community, embracing diversity, and supporting families," Eric Burkland, president of the Ohio Manufacturing Association.  
*Cleveland Plain Dealer, August 24, 2015.*

### Success Story

The Cuyahoga East Vocational Education Consortium and Jergens, Inc., together with job trainers and transition specialists, partnered to prepare students for careers in manufacturing. The program involves full-day, onsite training at Jergens, Inc., a Cleveland-based manufacturer, with students rotating through a variety of roles and using various skill sets. With the business' commitment to workforce development and a clean, safe work environment, students are able to develop the hands-on experience needed to build a bridge towards independence. Additionally, students who successfully complete the program have the opportunity for full-time employment at Jergens or another manufacturing company.

## Industry Workforce Alliances

Engaging with employers to understand their workforce needs is a cornerstone of the work to improve the state's workforce delivery system, and working with businesses is equally important at the local level. Industry Workforce Alliances – also known as sector partnerships – act as local public-private partnerships to better meet the needs of Ohioans looking for work and businesses looking to hire. These alliances bring together education and training providers, as well as other community organizations, with local business leaders to develop innovative solutions to regional workforce issues.

Recognizing the critical role these local alliances play in guiding workforce development in Ohio, the state created the Industry Workforce Alliance Pilot Initiative in 2014, awarding grant funding to six local partnerships, one in each of the six JobsOhio regions. Through 2015, many of the awardees are already producing results, with the six pilot programs serving 206 participants.

- Creation of the University of Rio Grande Jackson Center Medical Coding Boot Camp, a 10-week program to ready participants to sit for their American Academy of Professional Coding certification.
- Development of the Mahoning Valley Machining Career Pathway, showcasing career opportunities and guiding students to training mapped to employer-defined knowledge and skills.
- Expansion of the Foundations of Insurance Certificate program at Columbus State Community College, growing the talent pipeline for careers in the insurance industry.
- Formation of LINK Lima/Allen County, identifying and addressing barriers to employment (such as transportation, child care, and lack of entry-level skill sets) in the manufacturing industry.

At the June meeting of the Governor's Executive Workforce Board, representatives of the Mahoning Valley Manufacturers Coalition and the Appalachian Ohio Health Professions Pathways Southeast Ohio Alliance presented on efforts to address machining and medical coding occupations. They discussed the progress of their individual initiatives, which used the last year to develop and coordinate programs toward a career pathway system.

The Industry Workforce Alliance Pilot Initiative runs through the summer of 2016, and the state is working to expand industry partnerships beyond the pilot. In partnership with the Ohio Department of Higher Education, the state launched the Manufacturing Careers Council to further develop career pathways into manufacturing for Ohio's youth and adults. By connecting manufacturing employers with education leaders, the council hopes to grow the supply of skilled workers to meet the demand of manufacturers in Ohio.

## Promising Practices Interactive Guide

The state is working to cut bureaucratic red tape and improve customer service throughout Ohio's workforce delivery system. To showcase some of the innovative regional and local strategies, the state created Ohio's Promising Practices database – an interactive, online guide to some of the state's emerging and promising workforce practices, including:

- **Game Plan**, which provides training in fundamental life skills such as money management, job readiness, work ethics and goal setting as a drop-out prevention program through the Pickaway-Ross Career and Technology Center.
- **Project Prepare**, which exposes high school students in the Licking Valley and Heath school districts to manufacturing careers, utilizing area employers to showcase opportunities in their own backyards.
- **Workforce Partnership of Shelby County**, which delivers employer-driven soft skills and job-readiness training to more than 600 middle school students and more than 150 high school students.

Launched in March, Ohio's Promising Practices also reflects a focus on the state's in-demand occupations, and its high-growth industries. The database is available at [workforce.ohio.gov](http://workforce.ohio.gov).

## Incumbent Workforce Training Voucher

A well-educated, skilled workforce is critical to the success of Ohio's employers. The Ohio Incumbent Workforce Training Voucher Program offsets a portion of a businesses' cost to improve the skills of their current workforce. Launched in 2012, more than 122,000 Ohio employees have been trained through September 2015 using the program, and a fourth round of funding was released October 2015. The goals of the program are to:

- ▶ **Allow employers to retain and grow their existing workforce here in Ohio; and**
- ▶ **Create a statewide workforce to meet the current and future needs of Ohio's economy.**

Eligible training opportunities align to JobsOhio's high-demand industries, including: Advanced Manufacturing, Aerospace and Aviation, Automotive, Back Office, BioHealth, Corporate Headquarters, Energy, Financial Services, Food Processing, Information Technology and Services, Logistics, Polymers and Chemicals and Research and Development.

The program, in partnership with OhioMeansJobs.com, provides an employer-driven solution to addressing skills gaps, providing training for existing employees, and improving a company's economic competitiveness.

## Ohio Veterans are a Ready Workforce

Ohio is proud to be called home to approximately 900,000 veterans and military servicemembers. Veterans represent the valuable, talented and skilled employees that Ohio businesses need to succeed and grow. Recognizing this, the state continues to cut bureaucratic red tape to prioritize workforce services for veterans, military servicemembers and their families. The Office of Workforce Transformation, together with state agency partners, developed four key strategies to assist military servicemembers, veterans and their families compete for Ohio's in-demand jobs.

**Award Credit for Military Experience:** State colleges, universities and licensing boards now award course credit for military education and experience.

**Link Veterans to Employers:** The Veterans Business Support Center – accessible at OhioMeansJobs.com – connects employers to qualified veterans for free.

**Support Ohio's Veterans:** Veterans receive priority of service across the state's workforce system and veteran resumes are prioritized on OhioMeansJobs.com, allowing employers to review these first when looking for perspective employees.

**Attract Veterans to Ohio:** OhioMeansVeteranJobs.com provides a single point of entry for veterans seeking information about employment, education and financial benefits available in Ohio.



To recognize the efforts of veterans and those providing quality veteran services, the Ohio Departments of Job and Family Services and Veteran Services, together with the Office of Workforce Transformation, developed the OhioMeansJobs Veteran Challenge Coin. Military challenge coins act as a symbol of achievement and pride and have been a tradition dating back to World War I. The OhioMeansJobs Veteran Challenge Coin is given to Ohio employers, service providers and individuals who make a unique contribution to the veteran community. The state launched the OhioMeansJobs Veteran Challenge Coin in November 2015 to coincide with Hire a Veteran Month.

## Reforms to Results: Success Stories from the Veteran Business Support Center

Scott, a veteran of the United States Navy, worked with a Disabled Veteran Outreach Program Specialist in Chillicothe to assess his skills and overall career interests. Together, they utilized OhioMeansJobs.com to provide career guidance, resume building and evaluation, and career assessment and development. Scott applied to various opportunities over the course of two and a half months, and his persistence paid off when he interviewed and was offered a position as a Supply Technician with the Defense Logistics Agency in Columbus.

As an Aviation Mechanic in the United States Navy, Paul supported Operation Desert Storm and Desert Shield before his honorable discharge. Having a service-connected disability, Paul worked with a state Disabled Veteran Outreach Program Specialist at OhioMeansJobs Clark County to assess his skills, and determine potential employment objectives. While working toward his Master's Degree in Health Services Administration, Paul also worked a paid internship with the U.S. Department of Defense. Upon graduation, Paul was able to convert his paid internship into a full-time position with the Defense Contract Management Agency.

In recognition of Veterans Day, the Ohio Departments of Higher Education and Veteran Services placed an advertisement in The USA Today U.S. Department of Veterans Affairs Special Edition, published in November 2015. The insert was distributed to U.S. military bases worldwide and was sent to the Veterans Affairs Central Office, Veteran Affairs Hospitals, Clinics, and Veterans Integrated Service Networks Locations as well as all of the regional and district offices of the U.S. Department of Veterans Affairs, the Veterans Health Administration and the Veterans Benefits Administration nationwide. Additionally, copies are available to all veterans at every Veterans Affairs facility, with a digital version emailed directly to more than 1.5 million U.S. military veterans throughout the country.



## BY THE NUMBERS: OHIO VETERAN EMPLOYMENT SUPPORT

**2,430** INQUIRIES FOR EMPLOYERS SEEKING VETERANS

**4,971** VETERANS RESUMES SENT TO PERSPECTIVE EMPLOYERS

**1,231** VETERAN INTERVIEWS CONDUCTED\*

**522** VETERANS HIRED\*

**\$14.17** AVERAGE STARTING WAGE FOR VETERANS HIRED THROUGH THE VETERANS BUSINESS SUPPORT CENTER

\* MORE VETERANS HAVE BEEN INTERVIEWED AND/OR HIRED. THESE TOTALS ONLY INCLUDE THE VETERANS THAT THE STATE IS ABLE TO TRACK. REFLECTS NUMBERS SINCE JULY 2014 THROUGH 2015.





## Business Needs

### The Workforce Innovation and Opportunity Act

In 2014, the Office of Workforce Transformation worked with local providers and workforce stakeholders to submit a single, unified plan to the federal government for four separate workforce programs. Those programs included: Workforce Investment Act, Adult Basic and Literacy Education, the Senior Community Service Employment Program and Carl D. Perkins Career and Technical Education Improvement Act. For the first time, these programs aligned under one unified strategy, helping to better connect businesses with qualified workers.

The state continued to build upon the success of the 2014 unified state plan as Ohio worked to implement the federal Workforce Innovation and Opportunity Act (WIOA) in 2015. Under WIOA, all states are required to submit a combined workforce plan by April 2016. The plan again will align several of the state's largest workforce programs, including those currently a part of Ohio's unified state plan, as well as additional partners such as Wagner-Peyser (which funds a variety of employment services), Opportunities for Ohioans with Disabilities (the state's vocational rehabilitation partner) and Ohio's Jobs for Veterans State Grants Program.

With these programs, Ohio's combined workforce plan will improve outcomes for students, adults and employers by better coordinating local workforce administrators, caseworkers and K-12 educators. The combined plan will:

- Help more Ohioans compete for quality jobs that pay a family-sustaining wage and lead to career advancement;
- Remove barriers to education and employment for individuals;
- Help Ohio employers find the talent they need to succeed and grow; and
- Provide effective and efficient job training aligned to in-demand occupations and employer needs resulting in workplace-valued credentials.

Having developed a unified state workforce plan in 2014, Ohio is uniquely positioned to be a nationwide leader in this effort, creating a better coordinated and improved workforce delivery system that works for both individuals and Ohio employers.

## Ten Common Workforce Reforms

Working with stakeholders and local providers, Ohio's 2014 unified state plan identified ten key reforms to make the workforce system easier to navigate and responsive to employer needs. Ohio has made significant progress in many of the reforms and the 2016 combined state plan will highlight that work and build on these successes. These reforms included:

- ▶ **Requiring Participant Registration in OhioMeansJobs.com:**  
Participants in a number of programs, from those collecting unemployment benefits to individuals accessing vocational rehabilitation or adult career technical education, are now required to register with OhioMeansJobs.com.
- ▶ **Adopting a Common In-Take Application Across Multiple Workforce Programs:**  
Working with the Office of Human Services Innovation and the Comprehensive Case Management and Employment Program, a common assessment tool is being developed and is being tested in several OhioMeansJobs centers throughout Ohio.
- ▶ **Developing a Common Case Management System:**  
Developing an integrated case management system that communicates across various workforce programs will allow for greater data sharing and improved customer service. The state issued a Request for Proposals for the creation of a state-level database management system to allow the various state workforce programs included in the state's combined plan to share information.
- ▶ **Creating a Common Assessment Strategy:**  
To reduce duplication and allow for potential cost savings, the state has identified the various assessments used across multiple workforce programs, and has prioritized them into three key areas—including (1) career interest, (2) aptitude, and (3) knowledge and skill assessments—and will be bringing in local stakeholders to continue work toward a common approach to assessments.
- ▶ **Co-Enrolling Participants Across Programs:**  
Co-enrollment ensures a "no wrong door" approach to accessing workforce services, and much of the work surrounding this reform is being advanced through the Comprehensive Case Management and Employment Program.
- ▶ **Requiring Regional and Local Plans:**  
The programs incorporated in the combined state workforce plan deliver services locally, making the requirement for local and regional planning a logical next step to facilitate better coordination, reduce duplication of services, and break down barriers to serving individuals and Ohio employers.
- ▶ **Increasing Access to Remedial & High School Credential Training:**  
More than 1 million adults are without a high school diploma in Ohio. The state is prioritizing remedial education programs by increasing outreach in local communities to improve awareness of available programs. In addition, the state launched the Adult Diploma Pilot Program, connecting a student's work toward a high school diploma to job training linked to Ohio's in-demand jobs.
- ▶ **Embedding Job Readiness & Soft Skills Training in All Programs:**  
Though soft-skill training has traditionally been delivered throughout Ohio's workforce system, the state is looking to incorporate standards for job-readiness training into the local and regional planning process, ensuring consistent soft skills curriculum across the state.
- ▶ **Ensuring Career Counseling:**  
The state has worked to require statewide standards for all high school guidance counselors. Ohio's post-secondary institutions are now required to provide career counseling to all students.
- ▶ **Developing Workforce Success Measures:**  
The Office of Workforce Transformation launched the Workforce Success Measures Dashboard in late 2014, incorporating performance measures for OhioMeansJobs centers, Adult Basic & Literacy Education providers, adult career technical institutions, and Ohio Department of Higher Education scholarship programs. In 2015, the state worked to add vocational rehabilitation services to the dashboard. Based on user feedback, further enhancements are planned for next year.

## Ohio's Adult Diploma Program

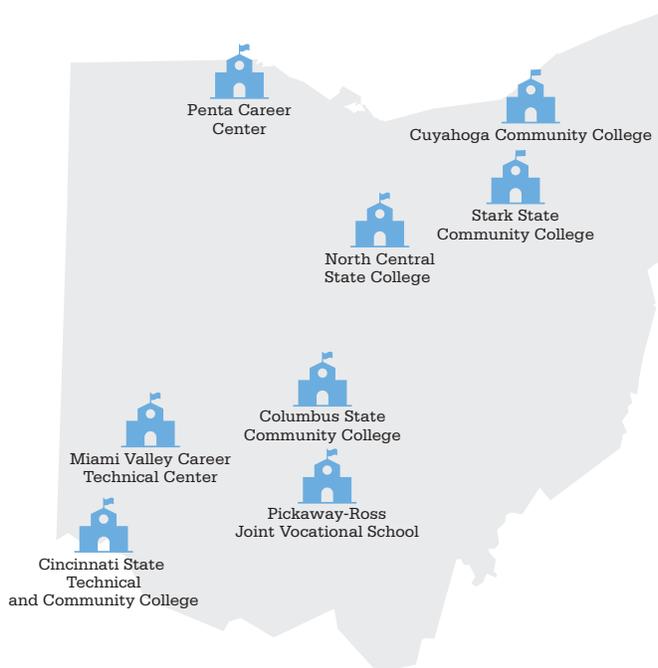
Ensuring greater access to education and training opportunities is a key driver in expanding the talent pipeline in Ohio. That's why the state created the Adult Diploma Pilot Program, an initiative to help the 1 million Ohioans who have dropped out of high school receive their diploma, while linking their education to job training toward in-demand careers.

### What They Are Saying

"As Ohio's labor market grows, the key to our future success is connecting undereducated men and women to the education and training they need to rise above poverty and thrive."

*Richard A. Ross, Superintendent of Public Instruction, Ohio Department of Education*

Eight schools were selected to develop strategies to improve outreach to potential students, assess their current knowledge and address potential barriers to ensure each student receives the education and supports they need to earn their diploma. Additionally, schools will work with industry leaders to identify regional in-demand jobs and the types of certifications that students need to qualify for those positions.



**Each school is partnering with other local institutions and providers to launch the Adult Diploma Pilot Program. Additionally, two-year adult diploma programs, with the traditional requirement that students pass the Ohio Graduation/Proficient Test, have been made available through local school districts throughout the state.**

Participants take advantage of a personalized student success plan, based on current ability, and work at their pace to earn a high school diploma and an industry-recognized credential in one of Ohio's in-demand industries. This education is delivered through online instruction, video conferencing, work-setting training, or a blend of classroom and online sources. Students also receive career guidance, and access to their school's connections with local employers, leading to better employment opportunities upon graduation. In 2015, 676 adults from across the state have enrolled in the pilot program to receive their diploma, as well as industry credentials in one of over 25 occupations.

## ► Evaluating Results

Ohio's first unified state workforce plan tasked the state with the development of common performance metrics to measure the effectiveness of the state's workforce programs. At the end of the day, the state and local providers want to know if a participant was able to find a job, and if a business was able to find workers.

In December 2014, the Office of Workforce Transformation rolled out Ohio's Workforce Success Measures dashboard – available at [measures.workforce.ohio.gov](http://measures.workforce.ohio.gov) – a simple, user-friendly display of several key measures to evaluate the state's workforce programs and services, including:

- Did that individual Ohioan find work?
- Did that person see an increase in wages?
- Did the individual see an increase in education?
- Is the individual program meeting the needs of Ohio employers?

The state continues to gather feedback on the usability and features of the tool. In June 2015, the Office of Workforce Transformation and the Ohio Education Research Center conducted a focus group in Allen County with local workforce officials to discuss the Workforce Success Measures. During the session, facilitators demonstrated how local officials can use the tool to monitor progress across multiple programs/providers. Participants offered valuable feedback on how to improve the tool for a better user experience. The Office of Workforce Transformation will make additional enhancements, based on the focus group feedback, such as providing additional real-time data and a county comparison tool that will empower local program administrators to compare program outcomes across different counties. Initially featuring programs under the Workforce Investment Act, Adult Basic & Literacy Education, and Carl Perkins-Adult Career Tech, in 2015, the Workforce Success Measures dashboard incorporated workforce services offered through Ohio's vocational rehabilitation provider, Opportunities for Ohioans with Disabilities.

### Workforce Performance Reporting System

With the evolving U.S. Departments of Labor and Education electronic reporting requirements of the Workforce Innovation and Opportunity Act (WIOA), the Office of Workforce Transformation worked with the Ohio Departments of Administrative Services, Job and Family Services, Higher Education, and Opportunities for Ohioans with Disabilities to develop a plan to launch a performance reporting system. An interagency team conducted in-depth analysis of the data elements that are currently collected at each agency and compared that to the new data reporting requirements established by preliminary guidance released by the U.S. Department of Labor. Using that information, the state is working to develop a Request for Proposals with the following objectives:

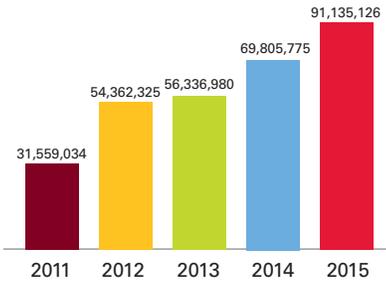
- Develop and implement changes to existing Workforce Investment Act reporting systems to support the enhanced WIOA requirements;
- Improve cross-data and workforce performance measurement of state programs and services provided to offer a better service to the public;
- Create a system of shared accountability within core programs across agencies through sharing of common data, development of common views and reports using the data, and implementing data analytics functions that are designed to enhance and refine the state's programs;
- Establish common performance indicators across agencies and programs, training providers and common methods for establishing and monitoring levels of performance through performance reports and analytics;



## OhioMeansJobs.com Usage Statistics

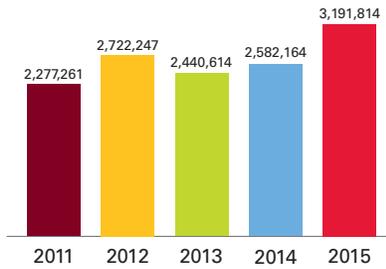
### Individual

#### JOB SEARCH RESULTS

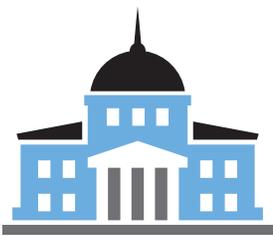
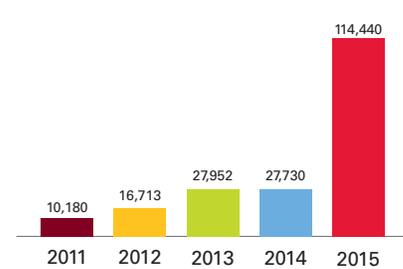


#### UNIQUE VISITORS

(Represents Unique IP Addresses)



#### VETERANS PORTAL VISITS



#### K-12 REGISTERED USERS

2014 (Apr. – Dec.)

2015

**46,872**  
YOUTH

**146,797**  
YOUTH

**1,166**  
SCHOOLS

**2,890**  
SCHOOLS

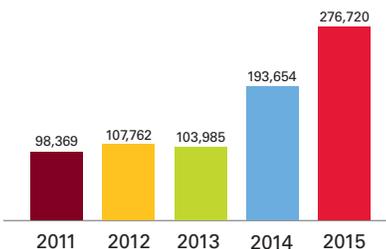


#### OHIO MEANS JOBS K-12 VISITORS

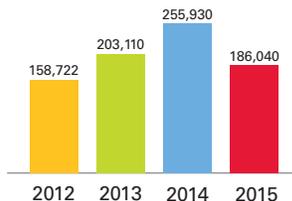
**678,592**  
2015

### Employer

#### EMPLOYER RESUME SEARCHES



#### JOB POSTINGS



#### BUSINESS SUPPORT CENTER TALENT REQUESTS

**2,485** **9,943** **13,062**  
2013 2014 2015  
(Sept.-Dec.)



The Office of Workforce Transformation worked with state partners to feature Owen – the OhioMeansJobs.com mascot – on agency homepages. In 2015, these agencies have directed more than 270,000 clicks to OhioMeansJobs.com

## Registering with OhioMeansJobs.com

With the various resources available at OhioMeansJobs.com, the state is requiring participants in a number of programs throughout the state to register with the site, allowing them to take advantage of available tools to help them along their career paths. Those required to register with the site include individuals:

- Collecting unemployment benefits;
- Accepting cash and food assistance;
- Paying child support who are required under court order to look for work;
- Participating in SummerYouth programs;
- Accessing vocational rehabilitation services through Opportunities for Ohioans with Disabilities;
- Utilizing Adult Basic and Literacy Education services;
- Participating in adult career technical education programs; and
- Receiving employment services as an injured worker through the Bureau of Workers' Compensation.

## About OhioMeansJobs.com

OhioMeansJobs.com is Ohio's No. 1 career website, providing tools for individuals exploring careers and businesses looking to hire. In partnership with Monster.com, OhioMeansJobs.com offers a number of resources – from job postings and resume searches to career exploration and job search tools – all without a burdensome registration process or requiring confidential personal information.

Because the registration process is so quick, easy and user-friendly – and because the state has the utmost respect for users' privacy and convenience – Ohio does not collect job placement data resulting from use of the site. However, it's clear users have found OhioMeansJobs.com to be valuable because usage is high and continues to grow. The numbers speak for themselves:

- More than 90 million job searches and more 275,000 resume searches conducted in 2015;
- More than 2 million active resumes;
- In 2015, resumes uploaded to OhioMeansJobs.com totaled 567,132;
- In 2015, resumes aggregated from Monster.com totaled 453,963;
- More than 180,000 job postings at any given time.





## Legislative Update: 2016 – 2017 State Budget

Through the state's biennial budget process, Governor Kasich, together with the Ohio General Assembly, worked to provide strong support to Ohio's workforce development system. The budget, signed on June 30, 2015, focused on several key areas to provide additional supports to make it easier for individuals and businesses to interact with Ohio's workforce system. Some of the reforms include:

### **Linking Workforce Program Participants with OhioMeansJobs.com:**

Beginning January 1, 2016, participants in an Adult Basic and Literacy Education-funded or an Ohio Technical Center-funded training program, and recipients of vocational rehabilitation services provided by Opportunities for Ohioans with Disabilities will be required to create an account on OhioMeansJobs.com to ensure Ohio employers can better understand skillsets and identify new talent. This reform mirrors previous language that requires Ohioans receiving unemployment compensation and recipients of Ohio's SNAP program to register on the site.

### **Connecting Post-Secondary Students with OhioMeansJobs.com:**

By December 31, 2015, each state institution of higher education and nonprofit institutions of higher education are required to display a link to OhioMeansJobs.com in a prominent location on the institution's website.

### **Ramping-Up Career Counseling Efforts:**

Committed to providing students with the information and guidance needed to succeed in the workplace and to compete for Ohio's in-demand jobs, the state is working with school officials and stakeholders to develop statewide standards for school counselors, which will include Ohio-specific knowledge of career counseling.

### **Continued Focus on Career Technical Education:**

Career-technical education per-pupil funding will increase by 4 percent in each fiscal year, which is reflective of the focus of making sure students are college and career ready and further supports the new pathways to graduation.

### **Providing High School Credit for Workplace Learning:**

Credit Flexibility is now available to students in the 7th and 8th grade, allowing students to earn course credit while participating in work-based experiences, expanding opportunities for students to connect with businesses.

### **A Continued Commitment to Mentoring:**

Ohio's Community Connectors mentorship effort has sparked much interest in communities across the state, bringing together schools, community organizations, faith and value-based groups, and businesses. The budget increases the program's support by \$20 million and continues to match \$3 for every \$1 provided by local partners.

### **Investing \$30 Million Over Two Years In The Straight A Fund To Encourage Further Innovation:**

Two years ago, Governor Kasich created the Straight A Fund to help improve student achievement, increase efficiency and tear down barriers to college and career training. The program sparked a wave of creativity in schools and the budget builds on that success by appropriating new money to the fund.

### **Helping Ohio Adults Without Diplomas Get Back on Track:**

Previously, after the age of 22, adults were no longer eligible for traditional high school diplomas. In 2014, the Governor's Mid-Biennium Review launched a pilot program allowing five community colleges and technical centers to create new initiatives to help adults earn credits toward a high school diploma, while pursuing job training coupled with credential efforts. The budget creates a second round of planning grants of up to a total of \$250,000 for as many as five new pilot sites.

### **Preparing Students for the Workforce Through Work Experiences:**

Ohio is working with its public and private colleges and universities, as well as the business community, to embed into the curriculum of degree programs work experiences for in-demand jobs. OhioMeansJobs.com will be used as the central location for college students to access information on work experiences and career opportunities. Ohio's higher education institutions are also required to display a link to OhioMeansJobs.com on their websites by December 31, 2015.

### **Prioritizing Higher Education Career Counseling:**

Building on the importance of career counseling in the K-12 education system, the budget requires the Ohio Department of Higher Education to work with Ohio's higher education institutions to ensure that each institution has a career counseling program in place by December 31, 2015.

### **Focusing On People, Not Programs to Move Ohioans Out Of Poverty:**

Through the creation of the Office of Human Services Innovation, Ohio seeks to end the siloed, fragmented approach that for far too long has tried to treat the collected "symptoms" of poverty instead of seeking a cure for the underlying challenges that needy Ohioans face. In addition to the creation of a comprehensive case management and employment initiative, the Office will focus on early intervention—Ohioans ages 16 to 24—to break the cycle of poverty, helping more Ohioans along the path to self-sufficiency.

## Priority Projects for 2016

Throughout 2015, the Office of Workforce Transformation advanced numerous reforms to improve the workforce development system for both employers and individuals and grow Ohio's economy. We have prioritized our work, ensuring we are always keeping business needs at the forefront of our initiatives and have continued with the Board's push to see common metrics across our various workforce programs.

As we look towards 2016, we have identified a number of projects in three strategic areas of focus while also still prioritizing our Workforce Success Measures project to ensure we are holding programs accountable. We will work with the Board as well as state and local partners to achieve these priorities which include:

- **Identify business needs**

- Re-deploy forecasting tool to employers to ensure Ohio's In-Demand Jobs List is best reflecting current and future business needs
- Refine supply mapping process and continue work to identify supply for additional in-demand jobs

- **Connect Business and People**

- Promote pre-apprenticeship and apprenticeship opportunities as additional ways to meet employers' skilled worker needs
- Work closely with the Office of Human Services Innovation to implement the Comprehensive Case Management and Employment Program
- Encourage continued enhancements to OhioMeansJobs.com and promote use across multiple workforce programs
- Evaluate Industry Workforce Alliances to grow the talent pipeline for our most urgent workforce needs, including initiatives in manufacturing and cyber-security

- **Align Training to Business Needs**

- Work with workforce development partners to submit the state's Combined Plan to the federal government
- Identify statewide common assessments for participants of Ohio's workforce programs
- Continue implementation of the Workforce Innovation and Opportunity Act reforms

- **Evaluate Results**

- Add new workforce programs to the Workforce Success Measures initiative
- Develop six-month interim reports so that valuable data can be posted quicker, allowing for more informed decision-making
- Enhance the usability of the site by allowing users to easily evaluate different counties and providers



**Follow our work at:**

**Governor's Office of Workforce Transformation**

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