

Jeremiah W. (Jay) Nixon
Governor

Mike Downing, CECD
Director



Amy Sublett, Director
Division of Workforce Development

Mark Bauer, Exec. Director
Missouri Workforce Development Board

William J. Skains Jr., Chair
Missouri Workforce Development Board

Missouri Workforce Development Board
September 2, 2015
1:00 p.m.
St. Louis Union Station

Members Present: William “Bill” Skains (Chairman), Garland Barton, Cara Canon, Don Cook Sr., Herb Dankert, Wayne Feuerborn, John Gaal, Reggie Hoskins, Jeremy Kintzel (DHE), Rep. Michele Kratky, Hugh McVey (DOLIR), Mike Pantleo, Jeanette Prenger, Cheryl Thruston, Len Toenjes, Ray Tubaugh, Kelly Walters, Anthony Wilson, Yvonne Wright (DESE/VR)

Members or Representatives Absent: Matt Aubuchon, Mike Brewer (DHSS), Mike Deggendorf, Mike Downing (DED), Rep. Lyndall Fraker, Julie Gibson (DSS), Sen. Will Kraus, Birdie LeGrand, LeRoy Stromberg, Josh Tennison

MWDB Staff: Mark Bauer and Glenda Terrill

Guest Attendees: Amy Sublett (DWD Director), Ronda Anderson (MERIC), Sheila Barton (MSU), Pat Dolan (AFL-CIO), Scott Drachnik (St. Charles), Brandi Glover (NE), Karen Grim (St. Charles), Michael Holmes (SLATE), Mike Hurlbert (City of O’Fallon), Gordon Ipson (NE WIB Chair), Melissa Robbins (S. Central), Mary Ann Rojas (Ozark), Michael St. Julian (RSB), Ron Walters (RSB)

DWD Attendees: Amy Sublett (DWD Director), Lisa Elrod, Kristie Davis, Steve Dempsey, Dennis Hall, Connie Kronholm, Donna Mantle, Shari Schenewerk, Don Smith, Cheri Tune, Sheila Williams, Melissa Woltkamp

A. Call to Order, Welcome and Introductions:

Chairman Bill Skains called the meeting to order at 1:00 p.m. After welcoming everyone and introductions a Board quorum was declared. Mr. Skains recognized Dr. Don Cook for recently being elected President of the Lincoln University Board of Curators (Trustees).

B. Approval of Board Meeting Minutes

Mr. Skains called for revisions and/or comments to the July 10, 2015 meeting minutes. Mr. Wayne Feuerborn made a motion to approve the meeting minutes with one amendment showing his attendance. Motion was seconded by Mr. Garland Barton. Motion was approved.

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C. Certified Work Ready Communities—Cheri Tune (DWD)

Ms. Cheri Tune presented Work Ready Communities In-Progress:

- **Ste. Genevieve County** is in the Southeast Region and their team is led by Sandra Cabot. The county has achieved goals in all categories except for transitioning, which they're currently at 82 percent.
- **Madison County** also located in the Southeast Region and their team is led by Bob Mooney, Presiding Commissioner. Madison County has achieved 100 percent of their goals but due to the late submission we are waiting for ACT validation.

Ms. Tune presented **Grundy County** as a Work Ready Certified Community, having achieved 100 percent of their goals. Grundy County is located in the Northeast Region and their team is led by Ralph Boots, Community Development Director.

Ms. Tune added that **Jasper County**, the nation's first CWRC, has reached recertification, which means having additional goals established to meet. She also mentioned that **Franklin County** has also achieved recertification and ACT validated this week.

Mr. Skains thanked Ms. Tune for her work and proceeded with two motions for the Board:

- *I move that the Missouri Counties of Ste. Genevieve and Madison be recognized as "Work Ready Communities in Progress." I further move that they be given until October 2, 2017 to submit the appropriate documentation required to meet the full certification. Dr. John Gaal seconded the motion. Motion carried unanimously.*
- *"I move that the Missouri Workforce Development Board, having been presented with an overview and recommendations from the Application Review Team and having State Board representation on such team, have met 100 percent of the qualifying goals, the acknowledgment from the American College Testing, ACT, approve the County of Grundy as a "Certified Work Ready Community" effective September 2, 2015, and recommend to Governor Jeremiah "Jay" Nixon that the county be accepted as such." Mr. Ray Tubaugh seconded. Motion carried unanimously.*

Ms. Tune added that MO current has 64 of our 114 counties participating in the CWRC program. 18 are now fully certified and 46 in progress. We've awarded nearly 62,000 NCRCs in the state, 5,726 of those are veterans and over 2,500 Missouri businesses have signed a partnership letter, supporting the initiative, agreeing to support or recognize and use as a preference in their hiring process.

D. Workforce Information Grant (WIG)—Alan Spell and Ronda Anderson (MERIC)

Mr. Alan Spell said he would go over and highlight some of the products MERIC (MO Economic Research Information Center) produced this year as part of the Workforce Information Grant. Ms.

Ronda Anderson will close the presentation by providing you information on how to obtain weekly email updates from MERIC.

Mr. Spell:

- The WIG is an annual grant that every state receives with the mandate to provide labor market information for the world to use. MO is fortunate to be one of few states with workforce and economic development in one unit, along with the labor market information. This allows for a lot of capability.
- We maintain a database that drives our website. We have employment projects that we project out what the growing jobs are in the community, economic research products that we develop, and web-accessible information. Everything we have is put on the web for you to have access. Our mandate is to work with our stakeholders to try and leverage the information. This year we've worked with the MO Chamber on a STEM project gathering data; we've worked with Higher Education, DESE and community colleges. Mr. Skains added that part of the reason for this presentation is a grant requirement.
- Career grade reports are done every year, grading all 700 occupations by how fast they're growing; do they pay above-average wages; do they have above average openings.
- Created career grade poster this year for the career centers;
- STEM reports were done around critical innovation type occupations.
- Labor Supply and Demand Report was again developed to look at the job seekers in DWD's job database, comparing to the job demand we're seeing to find out if there are jobs that people just aren't seeking that are available.
- Labor and Industrial reports were done by the ten workforce areas in the state which should be helpful as we talk about sector strategies.
- Webinars. We touched over 2,200 people in terms of presentation, last year that number was slightly over 500. We attribute the increase to Ronda coming on Board and having a mandate to get communication out there.
- This year we will be updating our in-demand reports. By this spring or early summer we will have our 2024 projections of 700 plus occupations. We're projecting growth and demand for those occupations out to 2024 and it's broken out by workforce area. We'll also have more webinars, some of which will be self-paced. In cooperation with the community colleges we will develop some specific STEM job reports for the trade-back grant they received. If you aren't signed up for the newsletters we will show you how to do so today. We also plan to build on the wage explorer which was our longitudinal project to connect training outcomes to wage outcomes. We're also working with the community colleges to develop a scorecard to help get down to the program of study at colleges and report performance there.
- Workforce Information Database—this product is really for the employers who are constantly asking “What is the wage that I need to pay a person coming in for a specific job?” This database will answer that question. The Database is part of the Bureau of Labor Statistics (BLS) Occupational and Employment Statistics. It's very important that employers fill out the surveys.
- In regard to the poster Dr. Gaal commented that a few years ago MERIC included a column for the WorkKeys Score and asked if it was still available. Mr. Spell said the WorkKeys score is still there just not visible on this poster; he added that there's an Excel spreadsheet that you can download of all 700 occupations that will include that information. Dr. Gaal

said he thinks that's one of the greatest tools available because it gives us an opportunity to become counselors with advising an individual on a specific level needed for a specific position and empower ourselves to help that person understand that he or she may be looking at a position requiring a 7 score when they may have a little ways to go to reach that goal.

MISSOURI ECONOMIC RESEARCH AND INFORMATION CENTER
MISSOURI DEPARTMENT OF ECONOMIC DEVELOPMENT

MERIC

Home | Occupation | OES Wages

Occupational Employment and Wage Estimates

Area: All Areas...
Occupation: All Occupations...
Year: Select...
[Search]

The Occupational Employment Statistics (OES) program conducts a semiannual survey of businesses and produces nearly 800 employment and wage estimates for Missouri. Under the direction of the Bureau of Labor Statistics (BLS) these employment and wage estimates are calculated for statewide Missouri, as well as Missouri's 9 Metropolitan Statistical Areas (MSA) and 4 Balance of State (BOS) regions. The Missouri Economic Research and Information Center (MERIC) in cooperation with BLS, also calculates employment and wage estimates for Missouri's 10 Workforce Investment Areas (WIA). These WIA estimates are produced independently of BLS, and include both "Entry" and "Experienced" wage estimates. Due to confidentiality and quality criteria, MERIC cannot produce estimates for every occupation in every geographic area. In order to better meet the needs of our local users, the Missouri Occupational Employment Statistics (OES) staff has produced wage estimates for other geographic areas within Missouri. These estimates incorporate data from OES and are generated utilizing BLS approved methodology. Data for the OES surveys was collected on different occupational structures and therefore are not directly compatible. They have not been validated by BLS and are not official BLS data series. However, the Missouri OES staff feels that they provide additional information that is useful to the users of Missouri data.

Link [here](#) for more information on OES survey methodology.
For more information on the terms used in these estimates, click [here](#).

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Home | Occupation | OES Wages

Occupational Employment and Wage Estimates

Area: Central Region
Occupation: All Occupations...
Year: 2013
[Search]

Area	Year	SOC Code	Occupation	Employment	Hourly Wage (mean)	Hourly Wage (entry)	Hourly Wage (experience)	Annual Wage (mean)	Annual Wage (entry)	Annual Wage (experience)	Wage Error
Central Region	2013	11-0000	Management Occupations	12,660	\$36.34	\$17.91	\$45.56	\$75,596.00	\$37,259.00	\$94,765.00	3.2%
Central Region	2013	11-1011	Chief Executives	690	\$59.58	\$25.81	\$76.47	\$123,937.00	\$53,693.00	\$159,058.00	4.83%
Central Region	2013	11-1021	General and Operations Managers	4,720	\$34.96	\$16.76	\$44.06	\$72,710.00	\$34,851.00	\$91,639.00	2.06%
Central Region	2013	11-2021	Marketing Managers	130	\$45.61	\$24.72	\$56.05	\$94,866.00	\$51,421.00	\$116,589.00	4.89%
Central Region	2013	11-2022	Sales Managers	440	\$40.57	\$20.87	\$50.43	\$84,394.00	\$43,408.00	\$104,887.00	3.51%
Central Region	2013	11-2031	Public Relations and Fundraising Managers	70	\$37.52	\$22.86	\$44.85	\$78,039.00	\$47,557.00	\$93,280.00	5.4%
Central Region	2013	11-3011	Administrative Services Managers	710	\$31.86	\$21.68	\$36.95	\$66,274.00	\$45,094.00	\$76,864.00	2.71%
Central Region	2013	11-3021	Computer and Information Systems Managers	300	\$40.37	\$29.64	\$45.73	\$83,962.00	\$61,650.00	\$95,118.00	2.33%
Central Region	2013	11-3031	Financial Managers	430	\$45.84	\$26.58	\$55.47	\$95,340.00	\$55,286.00	\$115,368.00	2.7%
Central Region	2013	11-3051	Industrial Production Managers	280	\$37.60	\$22.09	\$45.35	\$78,202.00	\$45,957.00	\$94,325.00	2.77%
Central	2013	11-3061	Purchasing	50	\$33.44	\$22.24	\$39.04	\$69,563.00	\$46,263.00	\$81,213.00	3.58%

- Mr. Spell continued saying that MERIC does a lot of labor supply and demand reports. A number of job openings are for replacement positions such as for teachers. There are many openings in the science, technology and engineering that a lot of people are not going after, also a lot in the healthcare area. We've also done a report on hot jobs by region.
- A few years back MERIC starting using the Burning Glass tool to survey the job ads and provide several products including: top job ads are updated every two months; focus work on target industries, seven of which we focus on in the State, one being IT.
- In support of sector strategies, we've done some career path pathway work for customer service careers and for IT. We also leverage activity. St. Louis Community College does an extensive employer survey every year and this year surveyed over 1,100 companies asking about the job seekers and what challenges they have. This work is being done across the state line to include Illinois along with Missouri, as they need to work together as regions.
- The wage explorer is a tool to tell people exactly what graduates are making and where they're working and in what industry. The information is aggregated by region so we're not disclosing any schools. The wage explorer will provide information on potential wages based for a specific occupation located in a specific area.

Ms. Ronda Anderson:

- We have a monthly webinar series that we provide to our career center staff. We also invite our partners, like vocational rehabilitation and social services, to participate with us. We realize that not everyone can participate in the webinars so we created a webpage so anyone can access the information on demand.
- A second initiative we've started is using the gov delivery system. All the information you've heard about today can be delivered directly to your inbox. In order to sign up for the system click on the link below, select the type of subscription, insert your email address and submit. Once you enter the information you will be asked to select your preference information which ranges from tourism to job seeker info.
 - <https://public.govdelivery.com/accounts/MODED/subscriber/new>

E. WIOA State Implementation Steering Committee—Melissa Woltkamp & Yvonne Wright
WIOA Local Board Implementation Update—Mike Holmes and Melissa Robbins

Ms. Woltkamp:

The Workforce Innovation and Opportunity Act (WIOA) took effect on July, 1, 2015. Most of the provisions took effect such as career center services and the required partnership. There are a few provisions where we have a year to plan such as: performance guidelines, infrastructure cost requirements and some of the one-stop identifiers. We are operating under the draft regulations which came out in April. The final regulations are supposed to come out January 22, 2016, which is 18 months from the date the law passed. We've been working on local board designations which have to be finalized by September 20th of this year. All of the required reporting under the career centers were in place by July 1st. The eligible training provider provisions were implemented July 22nd. Recently DOL (Department of Labor) put out the state planning guidelines for comment for the states to begin their planning. Comments are due by October 3rd, after which

they will issue the final guidance. We are moving forward without the final guidance and have formed a committee for state planning committee and I understand that the Board will put together a subcommittee group to help us with some of those processes. We will be doing a unified plan with the four core agencies—Vocational Rehabilitation, DWD representing Title I and AEL. DESE (Department of Elementary and Secondary Education) and DWD will put the State plan together and then provide local planning guidance. The State plan is due to DOL by March 3, 2016. Our plan is to have the draft State plan sent out to the Board by December 11th so you'll have a month to review prior to your next meeting. We also have two additional committees, one for employers and the other for partners. In addition to our core partners we're going to start reaching out to one-stop partners. The 13 one-stop partners include: housing, youth build, Job Corps and TANF. TANF and Unemployment Compensation are already working with us.

Mr. Skains asked how far along the committee was in the planning process as far as percentage. Ms. Woltkamp said they're at 30%, keeping in mind that we're working from a draft regulation so there's a lot of speculation. She added that by the Boards January, 2016 meeting they'll probably be 75 percent completed.

Ms. Mary Ann Rojas Executive Director, Ozark Region:

Ms. Rojas said she has the privilege of serving as the President of TEAM (Training and Employment Administrators of MO). A lot of the work that Melissa talked about going on at the State level is mirrored at the local level. However, there are also a lot of things that go on at the local level in terms of the activities and work that's being done. TEAM meets monthly in Jefferson City as a group and with DWD. We look at the system, what kind of policy changes need to be made, how we can improve and make things better. Ms. Rojas asked for her colleagues to stand be recognized for their work (applause).

Ms. Rojas said she has staff in the Ozark Career Center that have been working 28 and 30 years helping people get job and make a better life and she's impressed with the work done. In the state of MO we served over 270,000 individuals last year. Over 36,000 (33,356) were over the age of 55, 16 over the age of 88. Over 12,300 indicated having some type of disability and we trained over 10,000 individuals. Currently we have over 21,000 job orders in our system and have almost 700 youth participating in our summer youth programs. The staffs in our career centers do marvelous work. You all provide the guidance and leadership that makes everything possible at the local level and I want to thank you and Amy Sublett for her leadership.

Ms. Rojas said she has the privilege to introduce two TEAM members that are going to give you a perspective on the urban and rural impact of WIOA. Mr. Skains asked Ms. Rojas to explain what happened with the relationship with OTCC (Ozark Technical Community College). Ms. Rojas said OTCC is housed in our career center, along with about seven other partners, who make our center their place for workforce development. With 40,000 square feet in the career center we have the space to bring additional partners in. The community college serves employers providing customized training and our facility has the space to provide the training on demand if they have to so it's a great partnership.

Mr. Mike Holmes, Executive Director, St. Louis City/SLATE:

Mr. Holmes said that the City of St. Louis has been working towards WIA reauthorization to WIOA for almost two years although the law just came into effect July 1. St. Louis City was fortunate to work on the national implementation through the United States Conference of Mayors Workforce Development Board. This gave me, Mr. McQueen and Ms. Rojas an opportunity to meet with DOL, some of the partners and Congress to help shape what the new law should look like. When we look at realigning workforce development we look at Vice President Biden's Read to Work Job-Driven American Opportunity program because new grants are based on the outcomes in the Biden report.

We have a Jobs Plus pilot grant and opened our first career center in a public housing development last Wednesday. We've also included what we call a technology center for youth and adults. A computer lab is not a technology center but rather a device. In our area we're looking at 10,000 jobs in IT currently open and we have to find ways to train individuals for IT, not just into data processing. The housing development is called Peabody Clinton Public Housing Unit, one of the toughest developments in the City. It's also a great opportunity for us to really get involved—250 families, heads of households. How do we increase the purpose, increase prosperity for workers and employers which is what WIOA is about? How do you produce good talent for employers but also how do you align those residents to make sure that there's a good possibility of getting employment with the training and the skills as needed to connect them to jobs?

We start the process by looking beyond our partners; we can't do the work needed without them. If you come into our facility you would find 15 or 20 partners. We don't allow signs for agencies. People want help and we have to make sure those services are seamless and meeting the needs. The Jobs Plus grant is a \$3 million grant which will service 240 residents, giving them full workforce services at the public housing unit. If we find a barrier we do whatever we can to address it. One company told us that customers' having to rely on public transit was an issue because the transit may not go where my company is. In the end the company selected a driver's education company for training, which led to eligible customers being able to obtain a used car to be able to reach the job site. WIOA wants us to find ways to eliminate barriers. Through the Job Plus grant we will provide on-site case managers and job developers and multiple paths for residents to find employment, build savings, and transition out of public housing. Residents will not have to go out of their neighborhood for services; we're going to them and finding out what the barriers are and what we can do to help. In Ballpark Village we're the first in any national sports stadium to have a full service workforce office. We serve close to 1,500 people a year all for the ballpark development who created office space for us. As the ballpark development expands we will be there and that's a game changer for us. Dr. Don Cook asked for more clarification on what Ballpark Village is and how people know about Ballpark Village. Mr. Holmes said it's a workforce development office to help people obtain employment. Anyone looking for employment in the area must first come through this office. The career center has over 15 different companies in the Ballpark Village at the stadium who committed to funding the office for 30 years. Ballpark Village is the first of its kind in the country and its going well.

Regionalism: We talk about regionalism and all of our regional partners meet monthly. St. Louis City, St. Louis County, Jeff/Frank, St. Charles County, St. Clair County, and Madison County. We all work together because employers don't care where you come from, it's about the region.

We've already spent \$5 million within our partnership with a Graduate St. Louis grant where we helped 2,100 people who had some college but not enough hours to graduate or receive a certification to go back to school. This was accomplished with collaboration between the regional partnerships and community colleges. Regionalism works for us, it's hard work because you've got politics involved but in the end the region benefits. Cross-border commuting, we have 75-100,000 people coming from Illinois to St. Louis daily and 22,000 St. Louis residents go to Illinois.

We're working effectively with the Chamber of Commerce particularly in the area of identifying sector strategies. It's important for business and our clients to understand what our sectors are.

Economic Development: We're working closely with our economic developers, when a new deal comes into the region we make sure we have a seat at the table and they make sure we're there which is a paradigm shift. We want to help companies get the talent needed by providing the right training for our clients.

Equal Opportunity (EO) Accessibility: Everybody should have a right to work, have careers so we train them. We did an EO conference in our region and over 100 businesses signed up their HR people, VR and the Division for the Blind attended, all in all we had close to 200 people spend an entire afternoon with us talking about EO, being inclusive. We had a guest speaker from Baltimore from the LEAD Institute who explained what we should be doing. That's a great partnership which WIOA talks about.

Construction/Carpenters: We're doing a great program with the carpenter's and all of our trade unions with Building Union Diversity (BUD). I'm sure that Dr. John Gaal has talked about this initiative to get women and minorities into construction. The work with the Carpenters Union and the AFL-CIO, apprenticeship programs is working and WIOA fully supports the initiatives. We have an apprenticeship coordinator onboard and we work with the building trades everyday trying to get the program right for our citizens. We thank the building trades for the partnership. Mr. Hugh McVey complimented Mr. Holmes and his staff for the job they do daily and commended all who work in the career centers helping people with employment and training. Mr. Holmes added that SLATE had just opened a center at the minimum security prison where we have about 2,000 people being held in St. Louis City, but not convicted of anything because it's a hold-over facility and a lot of people are held there because they can't pay their bond. Some of these people have good skills, some of them we can help change their life, but we have to start inside. We're going to buy a car for automotive training and Rankin Tech will figure out how to put a house in the minimum security facility so they can learn construction while there and when they get out have a job or go to training.

BJC: BJC came to us and said they wanted to work with the public workforce system but wanted us to work in Illinois so we took Madison (IL) and St. Louis City to work together. BJC agreed to pay for the tuition and if they couldn't hire everyone they would find other partners who would. It was an 18 month program, the shortest the community college could create. Of the 25 students who went into the program 14 were on the honor roll every semester-adults-unemployed adults. One woman was so committed that she rode her bike everyday to class. They have 2,000 job openings in healthcare, we meeting next week to discuss how we can do things better. The jobs

come through the career center but it's the partnerships that makes lead to results. Its public partnerships with pride in business stepping up to the plate.

We're trying to meet the WIOA requirements. Funding becomes an issue because everything is not funded, that's why we have partnerships, with additional sources of funding and opportunities. It's all about getting the talent that businesses are looking for in our region.

Ms. Melissa Robbins, Executive Director, South Central Region:

Ms. Robbins will provide a rural perspective around WIOA planning. She recognized Mr. Garland Barton, State Board member as the Board Chair for the South Central Region, which provides a unique link to the State Board.

10 of the 14 workforce regions include areas that would be considered rural and 95% of our land mass. Some characteristics of the rural regions that haven't changed since WIA, but we're going to address them differently with WIOA:

- Long distance between Job Centers
 - We're discussing with partners looking at alternate ways we can serve customers, to try to eliminate those commutes to the job centers.
- Significant commutes to jobs
 - In St. Louis you might have a 45 minute commute to your job, in West Plains you might live 45 miles away from your job and have the same commute time.
- Lack of public transportation
 - This becomes very relevant when you do not have reliable transportation and public transportation doesn't exist in most rural areas.
- Decreased number of eligible training providers
 - Our regions have a small number of eligible training providers and we need to work closely with our partners to make sure they're quality institutions. We need to make sure we can maintain the reporting and data needed to keep those eligible training providers on the list as we move forward.

Three things important to know about rural areas:

- Diverse Industry Sectors: We have aerospace manufacturing to organic farming. We have to be very careful when selecting target industries that we aren't stifling the growth of any of the growing businesses in our region.
- Regional Planning: We have been exempted from a lot of the formalized regional planning but not exempt from working with our adjoining regions to make sure that we streamline things like supportive service and training. Many of us work together on disaster grants or other grants that cross regional lines and we want to make sure that all our customers, regardless of where they live, receive the same supportive services at the career centers.
- Local Partnerships: These partnerships are extremely significant. Two examples:
 - Vocational Rehabilitation. When we learned that "partnership" would go beyond referring our customers to your office because you were more appropriate to serve them, they're going to be the same customers and outcomes we started talking about funding streams and how best to work together.

- Division of Family Services. We will be partnering with DFS on a childcare pilot to try streamlining the way our customers have availability and support for childcare while they're either in training or on a job. Keeping in mind the significant commutes and lack of public transportation, we didn't want people driving 20 miles to career center and then another 20 miles to the FSD office. With Julie Gibson's direction we are going to be able to streamline the paperwork process for those customers so they aren't shoveled between offices. We're hoping this will help start a synergy for business attraction for the rural area. A business might add a second or third shift if the labor is available due to childcare services being in place. We also want good quality childcare.

We hope the State Board will continue to support the rural regions as you have and remember that as you go through your state planning and your conversations, we would love to be a source of information if you have questions about the rural impact of WIOA. And also remember that Missouri is diverse, and one size is not going to fit all when you talk about the different regions.

F. 20th Century Healthcare Works Program Update—Clyde McQueen/FEC-Kansas City

The Full Employment Council (FEC) is the one-stop operator for two workforce development regions: The Kansas City vicinity region which covers the City of Kansas City and the surrounding Counties of Jackson, Clay, Platte, Cass and Ray. Our region provides services ranging for the City of Kansas City (population 467,000) to Ray County (population 20,000). We are one of the few regions that service rural, suburban and urban populations having some cities with a population as small as 500. With each of the different populations we had to develop a strategy for engagement.

The Healthcare Works Professional Opportunity Grant (HPOG) is funded by the Department of Health and Human Services. The grant was what we call a random assignment program, which means that the only way for people to get into the program was through a computerized lottery selection. There is no screening process, if the computer lottery selects a person's number assigned then they're in, otherwise they cannot participate.

An impact study was done by Abt Associates, out of New York, and the Urban Institute to learn how well the HPOG program worked. Abt also ran the random assignment/computer model. Previously I'd not been a big supporter of research projects as I felt they were an experiment on poor people but with the limited resources in Congress we've got to get used to them. One of the first changes we made was to change the name from random selection to lottery, which is a word everyone understands. After changing the name we did not have one grievance over the five-year period. For every person selected to participate in the program five or six people did not.

FEC 21st Century Healthcare Works HPOG Program Overview

Project Title: The Full Employment Council, Inc. (FEC) 21st Century Healthcare Works Health Profession Opportunity Grants (HPOG) Training and Employment Program to Serve TANF Recipients and Other Low-Income Individuals

Funding Source: \$5 million 5-year grant from Department of Health & Human Services, Administration for Children & Families Program Office: Office of Family Assistance

Grant Period: From September 30, 2010 through September 30, 2015.

Program Targets: Low-income, Temporary Assistance for Needy Families (TANF) and food stamp recipients and other low-wage healthcare workers individuals in the greater Kansas City area seeking career progression in the healthcare field.

Target Region: Encompasses the Missouri counties of Clay, Platte, Cass, Ray, and Jackson; an area with urban, suburban, and rural communities and a high percentage of people with income below the poverty level.

FEC 21st Century Healthcare Works HPOG Program Overview

Purpose: Provides training and support services to help participants advance along a healthcare career ladder and earn a family-sustaining wage. In response to the healthcare needs of an aging population, 21st Century Healthcare Works will provide participants with comprehensive healthcare-related training to improve their ability to enter a variety of healthcare professions.

Partners: Kansas City and Vicinity Workforce Development Board and Eastern Jackson County Workforce Development Board Missouri Career Center, State of Missouri Workforce Development Board, U. S DOL Office of Apprenticeship, Missouri Department Of Social Services, Family Support Division, Local Investment Commission (LINC), the state contracted agency administering the Missouri Work Assistance (MWA) program (TANF program in Missouri), Jewish Vocational Services, United Services Community Action Agency.

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21st Century Healthcare Works

4

UNIQUE ASPECTS

HPOG Impact Study

FEC 21st C HCW is participating in two national evaluations HPOG National Implementation Study and HPOG Impact Study Program, which is an 18 month research study conducted by Abt Associates and the Urban Institute to learn how well the HPOG program works. The study team will collect data from people enrolled in the HPOG program and those who are not enrolled in HPOG, using a methodologically rigorous random assignment study design to test healthcare sector training programs.

HPOG Healthcare Apprenticeship Program

Full Employment Council in partnership with local Office of Apprenticeship of the Department of Labor, Apprenticeship and Training for the Kansas City Area has initiated the HPOG Healthcare Apprenticeship Program, the first and the only registered apprenticeship healthcare program of its kind in the region. The Apprenticeship program will be piloted with area employer partner John Knox Village. Full Employment Council who will provide On-The-Job Learning for C.N.A.s.

HPOG MWA Relationship

FEC has initiated a modification in the organizational structure of the 21st Century HCW project to integrate the 21st Century with the MWA (TANF) management structure in order to focus on sustainability and consistency of effort to ensure continued progress towards performance goals. Taking advantage of the unique relationship with co-located TANF program, this integration will provide greater interface with TANF, coordination of planning and greater leveraging of resources.

21st Century Healthcare Works

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PROGRAM PERFORMANCE

September 30, 2010 – August 25, 2015

To date the 21st Century Healthcare Works has exceeded all 5-year grant Program goals for the program in training enrollment, completions and placements.

21st Century Healthcare Works	Sept 30, 2010 – Aug 25, 2015 Total Grant Actual (Years 1-5)	Total Grant Actual (Years 1-5) Variance	Sept 30, 2010 – Sep 29, 2015 Total Grant Goal (Years 1-5)	Percent	Percent of Goal
Enrolled In Program	1,010		827	100.00%	122.10%
Enrolled In Training	998	171	827	98.81%	120.70%
Completed Training	709	189	520	70.20%	136.30%
Employed in any industry	635	275	360	62.87%	176.40%
Employed in Healthcare	541	181	360	53.56%	150.30%
Average Wage	\$14.61	\$2.61	\$12.00		121.80%

21st Century Healthcare Works

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The average wage of \$14.61 was \$2.61 above the average target wage of \$12.00. We exceeded our goals in each area.

Characteristics of HPOG Enrollees

88.8 % female.

48.2% Black and 37% White, 8% are Hispanic, 2% Asian

65.9% under % the age of 35, 46% are in their 20s or younger.

64% have never married

61.2% have children.

52% high school equivalency certificate or GED, or high school diploma.

32.7% some years of college or technical school, 8.8% have 4 or more years of college

54.9% household incomes under \$10,000. 67% household incomes under \$15,000

12.2% receive TANF, 44% receive food stamps/SNAP

21st Century Healthcare Works

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HPOG was primarily a classroom training program. There was no work-based learning, OJT or work experience. We reached out to area high schools because a lot of young people do not have the resources to get a secondary credential. 54.9 percent of participants selected had household incomes under \$10,000, keeping in mind that this program allowed people up to 200 percent of the poverty level. There were a lot of "working poor" participants, individuals working two or more jobs, 67 percent of incomes were under

\$15,000 which is where the 200 percent of poverty came in. 12.2 percent of participants received TANF and 44 percent received food stamps assistance or SNAP.



American Job Centers
"Our Job is Your Career."™

Top Healthcare Training Programs

Occupational Training Activity SOC	Number Enrolled	Percent
31-1012 Nursing Aides, Orderlies, and Attendants	384	37.4%
29-2060 Licensed and Vocational Nurses	164	15.9%
29-1140 Registered Nurses	124	12.1%
43-6013 Medical Office Clerk/Secretary/Specialist	64	6.2%
31-9091 Dental Assistants	58	5.6%
29-2070 Medical Records and Health Information Technicians	51	5.0%
31-9097 Phlebotomists	45	4.4%

21st Century Healthcare Works

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We thought we'd have a lot more in the registered nurse category, 124 enrolled at 12.1%, but in our area more participants are going to a four-year credential/degree which stretches the training time further out. Keep in mind that our results are without any Medicaid expansion, representing only the regular demand in the labor market. We've done \$10 million in healthcare training close to 4,000 people. We eliminated about 10% of the actual demand that's out there.



American Job Centers
"Our Job is Your Career."™

Outcomes: Top Completions in Healthcare Training

Occupational Training Activity SOC	Number Completed	Percent
31-1012 Nursing Aides, Orderlies, and Attendants	321	44.5%
29-2060 Licensed and Vocational Nurses	118	16.3%
29-1140 Registered Nurses	79	10.9%
43-6013 Medical Office Clerk/Secretary/Specialist	40	5.5%
31-9091 Dental Assistants	32	4.4%
29-2070 Medical Records and Health Information Technicians	21	2.9%
31-9097 Phlebotomists	31	4.3%
29-2052 Pharmacy Technicians	22	3.0%

21st Century Healthcare Works

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Outcomes: Employment in Individual Healthcare Occupations

Occupational Training Activity SOC	Total Number	Percent
31-1012 Nursing Aides, Orderlies, and Attendants	150	26.6%
29-1140 Registered Nurses	79	14.0%
29-2060 Licensed and Vocational Nurses	75	13.3%
31-1014 Nursing Assistants	71	12.6%
43-6013 Medical Office Clerk/Secretary/Specialist	28	5.0%
31-9091 Dental Assistants	19	3.4%
43-4051 Customer Member Services & Call Center	17	3.0%
43-4171 Receptionists and Information Clerks	12	2.1%
29-2052 Pharmacy Technicians	10	1.8%

21st Century Healthcare Works

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Outcomes: Individual Healthcare Occupational Average Wage

Outcomes: Individual Healthcare Occupational Average Wage	
Average Wage in Healthcare Sector	\$14.61
Average Wage in Any Sector	\$14.51
Outcomes: Individual Healthcare Occupational Average Wage	
11-9121 Clinical Research Coordinator	\$45.43
31-2021 Physical Therapist Assistants	\$30.00
29-2054 Respiratory Therapy Technicians	\$25.67
29-1140 Registered Nurses	\$25.14
31-2011 Occupational Therapy Assistants	\$22.39
29-2011 Medical and Clinical Laboratory Technologists	\$20.96
29-2010 Clinical Laboratory Technologists and Technicians	\$19.31
29-2042 Paramedics	\$18.82
29-2012 Medical and Clinical Laboratory Technicians	\$18.49
29-2060 Licensed and Vocational Nurses	\$17.89
29-2040 Emergency Medical Technicians and Paramedics	\$17.05

21st Century Healthcare Works

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The average wage was \$14.61 per hour with the highest occupation placement a clinical research coordinator hired at \$45.43 per hour.

FULL EMPLOYMENT COUNCIL, INC. (FEC)

28 YEARS OF EXPERIENCE

Mission

The Full Employment Council, Inc. (FEC) is a business-led private non-profit corporation whose mission is to obtain public and private sector employment for the unemployed and the underemployed residents of the Greater Kansas City area. FEC accomplishes this goal by working in collaboration with businesses, local units of government, educational institutions, labor organizations, and community-based organizations. These partnerships respond to employer needs while reducing unemployment, underemployment, and the public dependency of area residents.

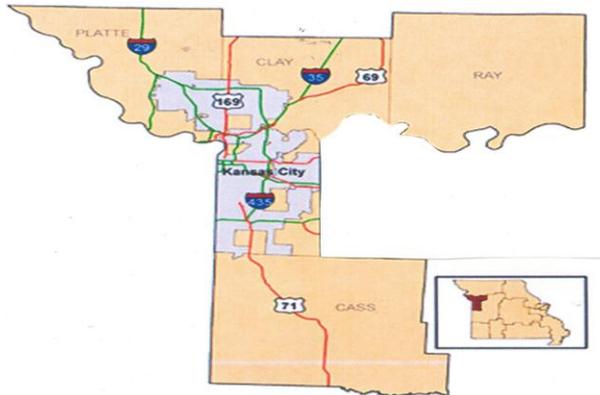
Vision

FEC supplies employers with a skilled workforce and job seekers with meaningful training and career opportunities.

KANSAS CITY & VICINITY

Workforce *Investment* Board

Kansas City and Vicinity (KCV) – Includes Kansas City, Missouri, and the Counties of Cass, Clay, Platte, and Ray in Missouri

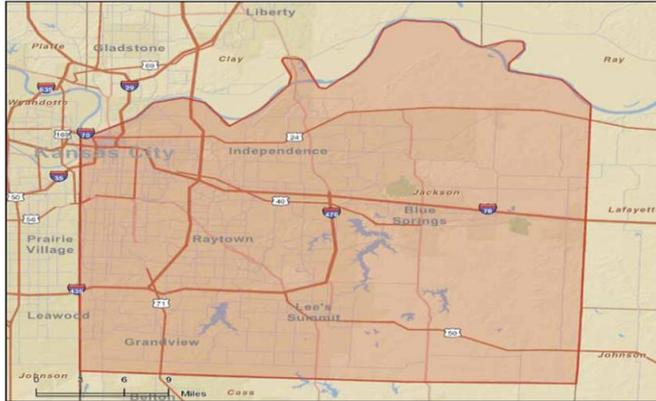


POPULATIONS
KANSAS CITY & VICINITY AREA
 (Approximations: from City/County Websites)

Cass County:	101,000
Clay County:	230,000
Platte County:	93,000
Ray County:	23,000
City of Kansas City, MO:	467,000

Workforce *investment* Board

Eastern Jackson County (EJC) – Includes Blue Springs, Grandview, Independence, and Lee’s Summit, Missouri, and other areas in Jackson County, Missouri, excluding Kansas City



POPULATION OF LARGEST CITIES EASTERN JACKSON COUNTY AREA

(Approximations: from Eastern Jackson County Development Alliance report, 2012; and City Websites)

Blue Springs: 55,000
Grain Valley: 13,000
Grandview: 25,000
Independence: 114,000
Lee's Summit: 91,000
Raytown: 30,000

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With the random assignment or lottery we ran a lottery in each of our One-Stop Career Centers which total nine. Example: In Ray County the only individuals participating in the lottery were residents of Ray County. By doing the lottery this way we can help assure support from all our local elected officials that help us obtain low-cost rent in their areas, that we're servicing their residents.

We are in the final rounds of submitting a national HPOG application teamed with St. Louis and Jefferson City.

Best Practices:

- (1) Have a supportive service, what we call an emergency fund, because to people who are poor one minor infraction is a major catastrophe. The car breaks down/ flat tire, we have to be able to turn the situation around so we have an emergency fund for such situations.
- (2) Training Calendar. None of the courses were semester-based or done in a normal spring, summer or fall semester. We would get people five days per week, six hours a day over eight weeks; have to get them in and out as quick as possible.
- (3) Alumni Activities. We created a new dynamic of peers for participants to work with and learn from. Another contact person for our participants.

- (4) Staff Availability 24/7. We provided cell phones to our staff and they knew they had to be on call/accessible. A participant might not get a call until the next day but staff were required to text them the individual or do whatever they could to be accessible.
- (5) Instructors. Sometimes instructors can be a bit quick to kick someone out of a program. All the courses were commissioned by us or what we call cohort-based. We would convene a specific class for our clientele, tailor-made to our specifications, based upon our employer needs. As a result instructors couldn't just kick a person out of the class because this was basically a customized training course for us. The schools had access to a new population and many of them had to learn how to work with a new population.
- (6) Student Services. You have to have robust student service activities. Meaning on-going counseling, on-going emergency support assistance, and helping them resolves instances with their dependents or significant family members. We explained to the Feds that the program needed a work-based learning component which is internship or OJT, otherwise our labor market penetration would be restricted. As a result the work-based component was included in the next RFP (request for proposal) which we predict will increase retention and placement rates by 10-12%, particularly with people without work experience. We've had success doing this work and know it will work.

We believe the research component and the random assignment were very valuable. If you take the random assignment out we have to be able to provide people other resources, that's where you make sure you have a good FAFSA process, a way to help people get Pell grants. The only problem we found with Pell grants is that they did not always support non-semester type training and that's a State problem not Federal. We have to get MO to be a little more flexible in providing Pell grants for non-semester based courses because the semester-based courses are too slow to respond to employer hot job needs in fields such as healthcare, IT and advanced manufacturing. Anytime we can get a person credentialed it increases placement potential by 30% even if it wasn't an occupational field. We have people getting jobs in non-healthcare fields because they now have a credential and as a result they have new skills, shows commitment, determination and an ability to stick with the training.

We hope we'll have another five years of resources. The national grant that we're going after is about \$15 million and we know we made the final cut.

Mr. Skains asked what direction you have to go to influence the legislature in order to align those policies on hot jobs.

Mr. McQueen responded that he thinks it's more regulatory than legislative, with discussions needed with our good friends at DESE. He's talked to the Chancellor; you may not need to change the calendar for most classes but for some such as the hot jobs if we aren't able to respond quickly the industry will go elsewhere. In Kansas City Cerner has 10,000 jobs available, if we aren't able to fill them the next time the jobs won't be in KC. Mr. McQueen continued saying he gets tired of people castrating our young people because it's not their fault. Our kids go to school for 12 years, multiply times three and they're out of school for three years compared to Europe who's out of school for only one month each year putting our kids two years behind. We have to encourage our kids to make themselves available more often, particularly with the hot jobs so they can post-secondary work while in high school. If they can do IT when in high school and earn post-

secondary credit, let them do it. It shouldn't matter what school they attend, let it be policy. If they've got the competency, skills and wherewithal, let them do it and let the market work its will. These are not unsolvable problems. Our FEC budget is about \$25 million of which we have to generate two-thirds. Our staff understands that if you don't do the work, you don't have the outcomes/results then we won't receive these grants. The Hospital Association has been very good to work with us on these type of programs.

Mr. Skains said that one of the requirements of the grant is for Mr. McQueen to provide an overview to the State Workforce Board. Dr. Cook asked if the training was customized training/education. Mr. McQueen said the cohort-based training is done the same as a class which helps to create more synergy within the participants, helps with retention and to better manage resources. It also helps solve problems you may have on the curriculum side. Additionally, the schools wouldn't always train on campus but they can train in our facilities. We held a class at the library in Richmond MO so participants wouldn't have to drive 25 miles to KC to reach a community college nor the eight miles to reach a technical institute.

Dr. Gaal said he couldn't agree more with Mr. McQueen regarding moving beyond the semester-based protocol that we have, not only in the state, but in this nation. It's been over ten years for this Board to talk about just-in-time training and education. It goes beyond the Department of Elementary and Secondary Education, Higher Education has to be involved and others. Without all the players involved you end up with finger pointing from one to the other. In the last couple of years the Administration (Federal) has pushed towards making the community colleges more accountable to the workforce system and we have some good models to use. Now we need to push those upward into the four-year university system.

Contact Information

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Full Employment Council



FEC_KC

www.feckc.org

The Full Employment Council, Inc. is an Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers may be reached by persons using TTY/TDD equipment via the Missouri Relay Service at 711.

G. Sector Strategies—Maher & Maher, Gretchen Sullivan and Carrie Yeats

Ms. Amy Sublett:

You've heard some references to sector strategies in prior remarks. The reason you're hearing so much about sector strategies is because WIOA it is a major requirement throughout the statute that these strategies be very closely connected to pathways in the implementation of services and planning part. To get our around this new major requirement with WIOA we decided we needed help. With the help of the Southeast Workforce Investment Board we put out a bid for a consultant. The consultant secured is one of the best in terms of experience with implementing sector strategies in the public workforce system and we're very excited to have them work with. Before turning the presentation over to Carrie and Gretchen from Maher & Maher I want to introduce Christy Davis, our statewide coordinator for sector strategies.

Ms. Davis:

Maher & Maher is providing us with a host of members to assist us with this project from data collection, research, and a variety of individuals they're providing us to work on this project. Carrie Yeats is our project manager. She's been with Maher & Maher for about four months but prior to this position she was involved with workforce development and economic development and a wealth of different things around those topics. Gretchen Sullivan has been with Maher & Maher since 2007 and worked with a lot of clients at the federal, state and community level.

Ms. Yeats:

You've done us a great favor today because we've learned about three of your regions already and it's great to put names with faces and learn some of the really good that already being done. We've heard people talk about sector strategies, public-private partnerships and career pathways, all topics that we're going to be spending a lot of time talking about.



The slide features a dark blue header with the title "Overall Project Objectives" in white. To the right of the title is a colorful circular logo with red, orange, green, and blue segments. The main content is presented in a grid of white circles on a black background. The first circle contains the main objective: "Provide the state and its regions with a framework and implementation plans for meeting businesses' needs for skilled workers and workers' needs for good jobs = Build the talent pipeline!". Below this are three sub-points: "Create the sectors mentality and approach", "Marry sectors to career pathways development", and "Begin unification of business service delivery". The second circle contains the text "ALL within a regionalized context", followed by a sub-point: "Caveat: Realization throughout the system takes time – no time like the present to begin!". In the bottom left corner, there is a logo for "Maher & Maher Investment Advisors for Talent Development". In the bottom right corner, there is a small red number "2".

Overall Project Objectives

- Provide the state and its regions with a framework and implementation plans for meeting businesses' needs for skilled workers and workers' needs for good jobs = **Build the talent pipeline!**
 - Create the sectors mentality and approach
 - Marry sectors to career pathways development
 - Begin unification of business service delivery
- ALL within a regionalized context
 - Caveat: Realization throughout the system takes time – no time like the present to begin!

Maher & Maher
Investment Advisors for Talent Development

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About Maher & Maher




- Talent development and change management consultants
 - Nexus of workforce development, economic development, and education
- Expertise:
 - Technical assistance and training
 - Strategic planning and facilitation
 - Industry sector strategies and career pathways
 - Systems assessment and redesign
- Primary practice areas:
 - Federal government and NGOs
 - States, regional areas, and community colleges
 - Private sector
- 28 years in operation
- Self-certified small business
- Headquartered in NJ
 - Office in Washington DC



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We are bringing a big group of people to the table and that's because we want to do some very on-the-ground work with you in your regions. Recognizing that we have urban and rural regions, with some regions having both, we want to be able to give each region the attention it needs so we can really help them transform from where they are to a place that is more advanced. Our President and CEO, Rick Maher will be coming and talking at the steering committee meeting and attending our statewide luncheon. Gretchen and I are here and we've got the facilitators. Today we want to provide you an overview of the project, what it looks like, some of the commitments, deliverables, and then talk more about sector strategies.

Key Project Elements:

The first element was already mentioned when Melissa spoke about sector-target industry analysis which is initially what we'll be doing helping both the state and regions identify target sectors using the work and tools you already have through MERIC. We're already working with Ronda and her team to look at the information collected but also doing some of our own analysis. We'll be coming to you with an economic snapshot of each region in the state and try to hone in on what those target industry sectors are. We'll also be working with the regions to develop a self-assessment that we can really look and understand where each region is coming from, how prepared they are to do regional planning and sector strategy work moving forward. A big part of the project is a statewide launch which we'll talk about later. The statewide launch will literally include every region that will go through a facilitated session with our planners, with our facilitators and start developing implementation plans for their regions—identifying their target sectors and then trying to build strategies around that sector, it's going to be very hands-on.

Key Project Elements

- Gather, synthesize, and analyze economic, workforce, and education data
 - Statewide and regional target sectors validated by leaders
- Regions complete facilitated self-assessment of readiness
- Statewide Launch
 - Facilitated support for regional sector plan development
- Regional Industry Launch meetings
 - Develop one sector strategy in each region
- Web-based toolkit, CMS, and final report
 - To support regional implementation of sector strategies statewide

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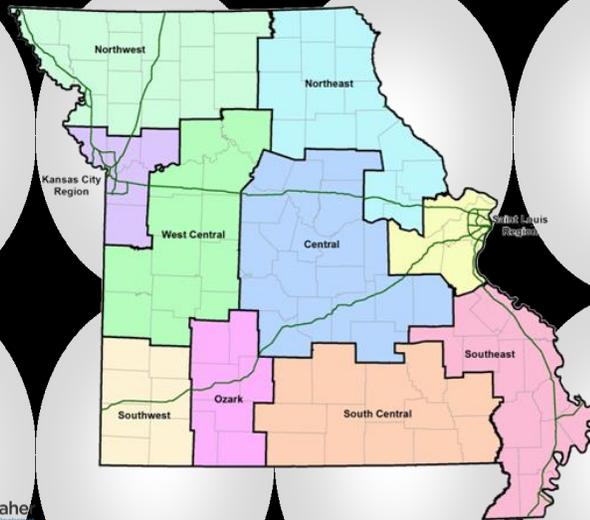
After that we will have regional industry launch meetings and our facilitators will be coming to the regions and help each implement one sector strategy. They'll have a regional launch meeting focused on one sector, going through some additional planning work to get that sector moving forward.

The last piece, the deliverables that are all of the documents that have been prepared, putting together a toolkit that talks about how you actually do target industry analysis so regions in the future can continue to update their data and continue to have current information about their target industry sectors. We will also be working with the state to develop a content management system, so basically a website that will host this information and will be able to be used in the future by the state to continue to add documents. A final report will be produced which rolls up everything that we've done on the project and has final recommendations and similar things.

Regionalism: Michael talked about regionalism in his presentation. The map shows the ten regions we will be working in. Everything is truly about working in the regions. We've talked about how you share labor supplies, economies and resources which is the context that each team will be working from.

This is a long project, 11 months with four phases. We'll do a combination of in-person and virtual meetings, trying to leverage some technology because we understand the size of the state and don't want to have to ask regions to travel every time we need a meeting.

Working in a Regional Context



Phase I

- Timeline: August to September
- Activities
 - Present at SWIB meeting
 - Data collection and analysis
 - Webinar for TEAM
 - Develop a Regional Sector Readiness Self-Assessment
 - Steering Team Meeting #1



Phase I is where we are right now with our initial meeting and discussion about the project. We'll also be introducing the project to the area directors, our primary point of contact to develop regional teams. Over the next month or so we will be doing sector self-assessments in each region and finally meet with the steering team.

Phase II



- Timeline: October to December
- Activity:
 - Statewide Launch Meeting
 - Develop regional plan/framework to create and/or broaden sector partnerships and career pathways complete with a working timeline and strategy to develop at least one high-growth, in-demand sector in the region



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Phase III



- Timeline: October to May
- Activities:
 - Regional Asset Mapping
 - Regional Industry Launch Meetings
 - Steering Team Meeting #2



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Phase III is a big timeline allowing for technical assistance between our facilitators and each region.

Phase IV

- Timeline: April to July
- Activities:
 - Web-based Toolkit
 - Content Management System
 - Steering Team Meeting #3
 - Final Report



Kentucky
UNRIVALLED ENERGY

SECTOR STRATEGY TOOLKIT

KWIB
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HOME

Welcome to Kentucky's World-Class Sector Strategies Toolkit!
This site is designed to help bring together leaders, partners, and staff from all stakeholder organizations in Kentucky to stimulate employment and reemployment efforts through the development and implementation of Sector Strategies.

Sector strategies are regional, industry-focused approaches to building skilled workforces that result in job opportunities for all workers across a range of industries.

We know that tax incentives and cheap land are no longer the primary means in attracting and retaining businesses. Today, regions with a pipeline of skilled talent are in the best position to attract and retain high quality jobs. Sector-based strategies of workforce development are a proven way for regions to collaboratively address the most critical skill needs of tomorrow's high-growth industries.

Sector strategies result in education and training investments that are directly responsive.

SEARCH

Search site...

SECTOR STRATEGY LINKS

- World-Class Sector Strategies Framework
- The World-Class Sector Strategies Course
- Regional Self-Assessment of Sector Strategies
- Commissioner's Read Decision Support Tool

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Phase IV is where we're developing that website, putting the toolkit together, a replication guide on the target industry selection process and all of the final deliverables that need to be put in place. The project is expected to conclude in July.

WHO should be involved?

- Governor's Office
- Missouri WDB
- Local WDB Chairs
- Training & Employment Administrators of Missouri
- Division of Workforce Development
- Employment Service
- Department of Elementary and Secondary Education
- Department of Higher Education
- Community/technical colleges
- Adult Education
- Vocational Rehabilitation
- MERIC
- Department of Economic Development
- Regional Economic Development
- K-12 representatives
- Local elected officials
- General purpose business organizations
- Industry organization(s)
- EMPLOYERS!
- Others?



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Next Steps

- Form Statewide Steering Team and Regional Sector Teams
- Meet with Steering Team
 - Revise and adopt Project Charter
 - Present data on statewide target industry sectors
- Prepare for work in regions
 - Webinar with TEAM
 - Develop regional self-assessment

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Executive Advisors for Talent Development

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We're forming the steering committee and Christy will be contacting you to put that team together. We'll also be forming the regional sector teams, so area directors will be working with you on the nuts and bolts of putting that together.

Additionally we'll meet with the steering committee the end of September to adopt the project charter, presenting data on statewide target industry sectors and doing a lot of work to prepare for working in the regions.

Mr. Toenjes: Over the last two years we've done a lot of work on the WorkReady Communities and in looking at your list of who should be involved it seems that they would be the low-hanging fruit, the people who put those groups together are existing champions. Ms. Yeats agreed with Mr. Toenjes adding that in each region it's important to look at our list and make sure we've got the right people at the table.

Ms. Sullivan:

It's exciting to learn about all that's already going on in the state, we've got a lot to learn as we dig in and hear about where each of the regions is currently and what their current plan is for moving forward. We're privileged to be able to work with you across the state. In case you're wondering why Kentucky is on one of our slides it's because they're one of our major clients. We've done a lot of work specifically in sector strategies and we're familiar with the work-ready communities work. We've also done one-stop certification for them. It's been exciting working with a number of states who have done this work and really moved the ball on their partnerships and on their relationships with employers and their industries. We're coming at this from that perspective hoping to be a helpful partner to you and looking forward to what we can learn from you.

Industry Sector Strategies are critical for a region and employer driven. They bring together the critical range of partners: economic development, workforce, education, and a range of other community partners. We prefer to err on the side of inclusivity and we come at this from a systems perspective. How can we bridge the various systems, agencies, organizations, and get them connected? Many of you have mentioned career pathways and we see that as integral to the work we do and not separate from the sector piece. We try to weave the two together from the strategic level in thinking about the planning perspective. Ultimately if you're doing sector strategies and career pathways, what does that look like operationally on the ground? That's where we hope to be able to help regions think about. What does this mean for how you organize career centers? What does it mean for how you do career exploration at the high school level? What does it mean when a job seeker walks in the door or when an employer calls you on the phone?

When you're working in the public sector it's easy to think in terms of agencies and programs. We're going to try to come at this from a systems perspective and think about all those agencies and programs as an interconnected web which will be a fundamental shift in the way we do business. It's more transformative than another effort or initiative and part of what we will do is to try to keep it well connected and well networked in that way.

We have to get a firm understanding of what the needs of these critical industry sectors are, and then aligning across all the partners so there is a shared vision, shared goals and shared strategies. Our boss like to say that we're all shooting arrows at the same targets, rather than each agency operating its own strategic plan and not really consulting outside of its own walls or setting up goals absent context of what other folks are doing with their goals. In an increasingly resource-constrained environment it's just common sense. We'll get through the asset mapping and the SWAT analysis work to figure out where the resources are. What do we know about? What might we not know about? How can we better connect them? We may gain some new efficiencies, better leverage resources.



This gets us to the notion of how well we think about building the talent pipelines in the context of industry sector strategy work. Statewide you've already identified some of the critical sectors. Now we need to do additional work to identify these sectors at the regional level. We'll be working with regional employers to determine their talent pain points, what their needs are, and where we can do better to get the pipeline going in terms of developing talent. Next we need to be able to align service planning and delivery to get people the skills, the competencies that employers in these sectors are telling us they need through better assessment. It's finding new forms of training, maybe more compressed, more work-based, just-in-time not just semester based.

As partners how can we better look at ways to retool where necessary? How better to provide services to get people into the pipeline for these growth industries and get them through more quickly and into that career pathway. Again, career pathways are integral to this and we want to build on that. We really focus on the job seeker/worker/student perspective, building opportunities like a talent supply chair model from employers. We need to understand the type of employers they need in numbers, entry level for advanced. We're trying to do a better job of connecting supply and demand for employers and mapping opportunities for workers.

We're very excited about coming to Missouri where you're already great work going on and understanding. Where are opportunities to bring to scale? Where are opportunities to leverage that that we can replicate around the state, to share knowledge among regions and really look at this from the systems focus, from a strategic level so that when we're talking about employer relationships they're less and less transactional and more sustained and deep.

Sector Strategies: Shifting Focus

From:

- Focus on individual employers
- Employers as customers
- Industry engaged
- Hyper-local sector partnerships
- Silo-ed community workforce programs
- "Scattershot" job seeker/worker services

To:

- Focus on **clusters of target sectors**
- **Employers as partners**
- Industry as **drivers**
- **Regional** sector partnerships
- **Collaborative** (workforce system, economic development, higher education) workforce **solutions**
- **Career services and pathways articulated** to target sectors

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Adapted from Collaborative Economics

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Seven Critical Success Factors



The foundational principle heard throughout the day is the importance of strong partnerships. A critical part of the work we'll be doing over the next couple of months is facilitating work with the regions to help understand your current partnerships with industry, education and training providers, economic development organizations and others. We need to get a sense of who's currently at the table and who else you might want to bring in. A true sector strategy is built on a sustained, trusted relationship among the workforce system.

Finding out what your target industry sectors are must be supported by data. We heard some terrific information from MERIC on the tools and data available, some of the sectors have already been identified. We will bring the data to you and find out how it resonates with you. We want to know if there's something not showing up in the numbers. We will try to figure out where the competitive advantage is for each of the regions and where they want to focus those investments and efforts moving forward.

A second critical piece is that the decision to focus on sectors and the strategies that you put together need to reflect regional consensus. Everyone at the table needs to be involved. This can get messy due to politics, agencies having different mandates and priorities and we're to help you with that.

As a Board you have a critical role to play in helping champion the work at the regional level. Just as you're coming together and prioritizing as a State Board that kind of support, leadership and encouragement for the regions is very helpful to support the partnerships.



It is critical to select the right stakeholders. Regional representation should be comprehensive and not just include stakeholders from within the workforce system. Stakeholders should come from employers and industry groups, Workforce Investments Boards, CBOs, Investment networks, Community and Technical Colleges, Universities, Economic Development Organizations and K-12 systems. All these stakeholders have a role to play. Sector strategies are a way to organize and align regional resources and services so that all stakeholders involved in attracting and retaining companies and building workforces are coordinating efforts toward the same set of target sectors.

The stakeholders must develop a shared vision. This vision should identify, at the very least, a statement of where you're trying to get, agreement on target sectors, and agreement on performance outcomes. The sector strategies leadership group may consider developing & adopting a shared vision to:

- Communicate sector goals clearly to existing and potential partners and stakeholders;
- Serve as a “touchstone” throughout implementation; and
- Guide the alignment and investment of financial, non-financial resources in support of implementation.

The next success factor is to ensure that employer’s assessed talent needs are clear. For sector strategies to work, where services are integrated and customized to an industry, service providers must become intimately familiar with specific hiring and training needs, career ladders, and the human resource aspect of business operations in specific industries of special importance in the region.

Similar to selecting sectors themselves, current and accurate data must be used to identify critical occupation needs for each sector. When identified, regions gauge labor market demand and supply of occupations and specific competency needs in order to make informed decisions.

A drill-down approach is useful for assessing talent supply gaps. From an industry “demand” perspective:

1. Select the sector, such as health care/social assistance
2. Identify fast-growing occupations and their hiring and training needs
3. Identify the specific skill sets and competencies tied to these needs
4. Identify the career pathways

From a workforce “supply” perspective:

1. Assess existing workforce and skills base
2. Identify the potential barriers, such as transportation and ESL issues
3. Assess existing set of higher education and training providers and their programs

This drill down approach identifies you the talent supply gaps.

The first three ‘success factors’ that we just reviewed are really about ASSESSING challenges and needs. The next group is about determining strategies and solutions, starting with establishing partner plans and organizations to support the sectors.

It’s one thing to pick the right sectors, understand workforce needs, and even have the right people at the table. But, if you are not changing your own internal organizations, job functions, or, the way ‘you conduct day-to-day business’, you won’t see change.

We’ve talked about how important alignment is to successful sector strategies. There are two types of alignment to consider: horizontal and vertical. Horizontal alignment, or integration, means that all partners, including education and training, industry people, economic development, etc., have a stake in the customer’s success, and facilitate receipt of whatever service is needed, when it is needed, no matter the source. For “horizontal alignment” bring whomever is responsible for recruiting companies to the region; retaining existing businesses; training, educating and supporting a productive workforce; and fostering entrepreneurship and innovation.

Vertical alignment, or integration, throughout the workforce system, means that there are defined, coordinated roles for all staff levels involved in the system: State program administrators, Managers, BSRs, counselors of both WIA and state agency staff.

The next success factor is to align education and training. Once you’ve got the organizational infrastructure in place, you need to focus on providing seamless service delivery to both customers – workers and employers. Let’s start with workers. Education and training must be aligned with target sector workforce needs

The next success factor is to align business services:

- Economic Development/Chambers of Commerce must be aligned to use resources to market externally to companies in these sectors and to develop incentive packages focused on companies in these sector areas.
- Workforce Development System is aligned to use resources to educate one-stop business service representatives about workforce needs within these industries. Your strategy might even change the WIB board industry makeup to reflect these sectors. Workforce

Development Systems also align job matching, training, career coaching and other services and resources to the target sectors.

- Community Colleges are aligned to use resources to understand the skill needs of workers within these industries and to develop new program areas/courses around these sectors.
- K-12 is aligned to use resources to develop career exploration opportunities for students into these types of industries.

One Stop Centers also need to be aligned to support sector strategies:

- Business Service Representatives must be trained in targeted sectors and specialize in the specific needs of the targeted sectors, including offering customized training solutions;
- Career Counselors must become familiar with targeted sectors and growth occupations so they can properly inform/educate customers;
- Rapid Response teams need to be trained to align declining industries and dislocated workers to new areas of opportunity;
- Finally, performance is tracked against training, placement, retention, and earnings goals for occupations and career pathways in targeted sectors.

The last success factor is to ensure that ongoing continuous improvement is planned and strategies are sustainable:

- Successful sector strategies require intensive and sustained assessment and responsive adaptation to meet new and emerging needs.
- Part of the sector strategy process has to include a means for measuring how well you've been meeting employer and worker needs and an opportunity for regional leaders to come together to make adjustments going forward.

Specifically, there are three areas of measurement:

- Worker outcomes, which includes training completion, employment and employment retention, earnings, skill acquisition and credential attainment, and career advancement.
- Employer outcomes, including reduced turnover, enhanced retention, enhanced business productivity, increased sales and customer satisfaction, and
- Overall systems change such as partnership development and enhancement, performance improvement, resource sharing and utilization, and sustainability.

In addition, the sustainability of sector strategies must be ensured:

- Funding sources often include: WIA, IWT (or other fee-for-service), welfare dollars and foundation grants
- Of course, for longer-term sustainability, investments from within partnership will be key.

In summary:

- Target sectors are based on real data and offer opportunity for good job growth and job quality;
- Target sectors are selected in collaboration;
- Employers' talent supply needs for each sector are clearly understood;
- Alignment is embedded in org plans, and policies;
- Education and training are aligned;
- Business services are aligned; and
- Sector strategies are ongoing, continually assessed, and resourced for sustainability

Our Focus Moving Forward



- Moving from “program administration” to the strategic development of regional talent pipelines for employers in critical industry sectors
 - Not separate programs, but a new way of doing business
- Bringing sector strategies, and embedded career pathways, from “pockets” of innovation to scale
- Development of dynamic, sustained, value-added partnerships with employers vs. transactional or “one-off” interactions
- Closing skill gaps and creating meaningful career opportunities for the full range of students and workers
- Supporting Missouri’s economic competitiveness and prosperity



Maher & Maher

Member Advisors for Talent Development

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Dr. John Gaal: This looks like quite a project and I’m excited about it. I believe in the sector analysis philosophy. Going back a few slides to the one on alignment I was delighted to see the K-12 bullets following up a conversation Mike, Don and I had at lunchtime around the notion of teacher externships. Kristie was our state leader on the Pathways to Prosperity Project and I think we’ve been very successful on this side of the state because of partnerships between the school systems and the industry partners, both labor and management. Len’s contactor, ICON Mechanical does some great work in doing one-day externships for our teachers and our workers are inside not only his plant but out in the field performing work as well. Teacher externships should not just be focused on the K-12 system. It’s time that we quit beating up on the K-12 system and we start looking at putting the same intense microscope we’ve had on K-12 for the last 14-15 years in this country on the university system. Why aren’t university professors held to the same kind of standards? Someone who earned a PhD. 20 years ago aren’t up to date if they haven’t been out in the field learning new and applicable ways of doing business which means we aren’t reaching our kids which is what we have to do. That particular bullet needs to be in both categories if we’re going to move them to have an inkling of an understanding of what stackable credentials are.

Mr. Skains: I appreciate the people from Maher & Maher coming here today. Again, we heard in D.C. that we need to focus our efforts in a different way. Do a better job in our system with business, government, the Senate, the House, the Governor, and the taxpayer to make this a better system. Our folks out in the field are doing it right now. We’re going to get caught up in this endeavor a little bit further than I think many of us thought and we’ve heard it today and I do not mind. Thanks again for the presentation.

H. MWDB Committees—Bill Skains

Mr. Skains: At the last meeting we talked about establishing committees in much the same way as the local boards. In particular we discussed setting up two committees, Executive and Planning.

Executive Committee:

Following the last meeting and subsequent discussions with various members we are ready to move forward. As the Board Chair I would recommend that the Bylaws regarding the composition of the Executive Committee be modified; I recommend that the Executive Committee be changed to reduce the overall number of members; to revise the bylaws accordingly; and establish an executive committee that's consistent with the WIOA changes. This means that business organizations would be represented on the Executive Committee as a super majority. In addition, we would make state agencies and other representative added on an as-needed basis, requiring the involvement of the organizations that have relevant experience and expertise to advise on issues being addressed by the committee. The recommendation is based upon the need to align the Executive Committee with overall Board compositions, which are consistent with WIOA. A small super majority of business executive committee would ensure focused collaboration with the partners of the workforce system, allow for a more engaged committee, and will position the committee to be more agile overall.

The motion is as follows: To direct the state board staff to change the state workforce board bylaws regarding executive committee composition to ensure it's a business majority membership. Other organizations will be represented on an as-needed basis. Changes to the bylaws will be done in accordance with the Bylaw Article VII, which requires bylaws to be amended with prior written notice to all members at least 30-days in advance. The appropriate section of the bylaws will be modified and sent to all members for review.

Is there a Second to the motion? Mr. McVey seconded the motion. There was no additional discussion and the motion passed unanimously.

Members who have agreed to serve on the Executive Committee are: Mr. Bill Skains, Chairman, Dr. Don Cook Sr., Mr. Herb Dankert, Dr. John Gaal, Ms. Birdie LeGrand, Ms. Jeanette Prenger, and Mr. Len Toenjes.

Planning Committee:

In accordance with the Bylaws Article VIII, as Board Chairman, I am creating the WIOA Unified State Plan Committee or Planning Committee. The Bylaws require a special committee to be conferred and authorized by resolution of the Board. Therefore, I am requesting that a resolution be affirmed by the full Board for the WIOA State Planning Committee shall have the power to act on behalf of the full Board to consult, review, approve, and make recommendations, and take all other actions for the completion of the WIOA Unified State Plan. Mr. McVey seconded the motion. Mr. Skains asked if there was any further discussion while reminding everyone that this committee will help us implement WIOA. The motion passed unanimously.

Mr. Skains said he was pleased to announce that Mr. Len Toenjes had agreed to chair the Planning Committee. Other Board members who will serve on the committee are: Mr. Garland Barton, Ms.

Cara Canon, Mr. Wayne Feuerborn, Representative Michelle Kratky, Mr. Bill Skains, Ms. Cheryl Thurston, and Mr. Anthony Wilson. Mr. Skains thanked each member for their willingness to serve and for the support of the staff.

I. Old Business/Questions/Comments

Mr. Skains asked if there was any additional business to discuss. Dr. Gaal said he thinks it's important to have someone assigned officially as Vice-Chair to officially chair a meeting if you aren't available. Mr. Skains thought this was a good time to do so and asked for nominations.

Dr. Gaal said he'd like to nominate Mr. Len Toenjes. Len has been on the Board for a long tenure and served as Vice-Co-Chair of a former committee. Dr. Gaal said he'd like to officially nominate Mr. Toenjes as Vice-Chairman of the MWDB. Mr. Skains said it's well within the Board's scope to have a Vice-Chair and standing committees and about time that we did. Mr. Skains continued saying that the motion has been made and seconded for Mr. Len Toenjes to be the Board's Vice-Chair and all those in favor to vote please say Aye. The motion passed unanimously. Mr. Toenjes said he would be happy to Chair the Planning Committee and thanked Dr. Gaal for the nomination and for the Board's approval.

Mr. Skains recognized the Regional Directors in attendance and asked for any comments:

- Ms. Rojas/Ozark Region announced an Employability Summit being held at the Career Center in Springfield on October 22nd.
- Mr. Gordon Ipson/Northeast Chair—The NE Board partnered with the Northeast MO Development Partnership, 14 county regional economic group to have a labor supply certification study.*** While most of the 16 county area has an unemployment rates between 5 and 6 percent, we needed to get a handle on the underemployed figure. The study showed that 37 percent of our workforce is considered underemployed. That's now a figure that we can use in our economic development efforts in talking to site selection consultants and potential prospects.*** The NE has 16 counties in our service area and a couple of years ago we lost the Moberly job center. Since then we've been working to try and make sure that our clients have access ports in everyone of our counties. Now we're working on having at least one computer terminal access point in each of our counties to supplement our three remaining job centers.*** Due to the large distances involved in our area it's difficult to get board members and local elected officials to attend meetings. The NE may be the only region that meets jointly with its local elected officials. In December we're piloting our first ever conference call meeting with video conferencing capabilities connecting to four additional sites. Hopefully this will improve our attendance and recruiting ability to get people to serve on the Board.*** Mr. Ipson announced that this would be his last meeting representing the NE Region since he's retiring by the end of the year. Dan Pultrow with the National Bank in Paris, will be the Board's new Vice-President. Mr. Skains thanked Mr. Ipson for his service.

Mr. Skains said the Board's next meeting, January 14, 2016, will be by conference call. Other meeting 2016 meeting dates: May 20th in Jefferson City, September 7th at the Governor's

Conference in Kansas City and November 10th also by conference call. The calendar was sent out to the full Board for comment/review but if anyone has any problems with the 2016 meeting schedule please let us know as soon as possible. Mr. Skains reminded the Board members to pick up their conference credentials at the registration area.

Dr. Gaal shared a follow-up from the April meeting when he'd shared that due to the apprenticeship work being done in the St. Louis Region he was asked to attend a meeting at the White House to represent the organization. Last week he was invited to attend a follow-up meeting in Washington DC and was hopeful that someone from Missouri would be rewarded one of the apprenticeship grants submitted on this side of the state or the other. Mr. Skains congratulated Dr. Gaal on the invitation and wished him well. Dr. Gaal said it was an honor to be invited.

Mr. Bauer thanked Mr. Skains and the Board for approving the subcommittees. The subcommittees are greatly needed and appreciated. Additional action will be coming very soon. The member's willingness to serve either on the Executive or Planning Committee is greatly appreciated.

J. Adjourn

Mr. Skains adjourned the meeting at 4:20 p.m.

Approved:

William "Bill" Skains Jr., Board Chairman

Mark Bauer Executive Director