

WORKFORCE INNOVATION FUND



Workforce Innovation Fund Final Report

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Introduction

The U.S. Department of Labor (DOL), Employment and Training Administration (ETA) administers the Workforce Innovation Fund (WIF) competitive grant program, to test a variety of innovative workforce development strategies and gather evidence on their effectiveness, with the ultimate goal of integrating successful interventions for Workforce Investment Act (WIA) formula programs. The Fund seeks to improve the performance of the U.S. public workforce system by replicating successes and creating a highly visible and widely utilized body of evidence-based practices in the field of workforce development. The Department of Labor contracted with Command Decisions Systems & Solutions (CDS²) to implement the WIF Technical Assistance initiative project. The project created and delivered a series of technical assistance (TA) activities to engage with and collect feedback from current WIF grantees, and support broader workforce system adoption of successful strategies, policies, procedures, and best practices resulting from individual WIF grantee interventions and innovations.

From October 1, 2013 – September 30, 2014 the CDS² team worked with ETA to deliver a series of exciting webinars, video interviews, and illuminating case studies. The *Eye on the Workforce Innovation Fund Stakeholder Engagement Series, Innovating for Change*, was designed to provide a national forum for the public workforce system to discuss the power and promise of innovation. The series gave DOL the opportunity to engage with its valued stakeholders across the country and to learn about promising practices that can be replicated successfully throughout the public workforce system to help businesses thrive and Americans get good jobs.

Marketing and Communications

CDS² developed a comprehensive communications plan that outlined strategies, tools and tactics to engage and disseminate information to WIF stakeholders, including all WIF grantees, as well as the public workforce system at large. Overall dissemination goals for the WIF TA initiative included:

- Engaging WIF stakeholders, including grantee programs and the workforce system at large, in WIF Technical Assistance activities;
- Disseminating information, lessons learned and promising practices from the individual WIF interventions and innovations to all WIF grantees and the workforce system; and
- Disseminating short- and long-term overall outcomes from WIF grantee-applied interventions/innovations for consideration to be embedded into the WIA funding system.



The plan also outlined dissemination activities supporting the following efforts of the project:

- One 60 minute live stream National Listening Session on Business Services (targeted for March 27, 2014);
- Two 60-minute Webinars: Career Pathways (targeted for June 2014), Databases and Online Tools/Transformational Data (August 2014);
- Grantee Video Case Studies (6);
- Case studies (Three case studies will serve as follow-up reading materials featuring one grantee from the listening session and each webinar); and
- Additional activities, materials, news, and outcomes as directed by ETA.

As communicated in the Performance Work Statement and subsequent working sessions with ETA, this TA initiative will target four distinct audiences:

- Current WIF grantees;
- Future WIF grantees;
- Partner organizations of ETA, including but not limited to the Departments of Education (ED) and Health and Human Services (HHS); and
- The nation's public workforce development system, including organizations and individuals actively engaged or interested in the field.

All communications materials developed under this plan were tailored to the target audiences indicated above, to help the project foster awareness and positive collaborative relationships with each audience and encourage maximum audience engagement.

The CDS² team collaborated closely with ETA and OPA staff to ensure dissemination materials reached all WIF grantees, stakeholders, partners, and the workforce system at large. The team delivered all materials that were to be distributed to the public to the Contracting Officer's Representative (COR) for ETA routing and approval. Dissemination packages for each topic (including a case study, promotional videos and outreach materials) were submitted to the COR no later than three weeks prior to the recommended start date of distribution.

A crucial step in successfully engaging with the workforce system was to gain awareness and buy-in of the importance of these TA activities from all WIF grantee programs, ETA's staff and DOL's partners. These groups can help lead other interested constituents to the materials and activities developed under this contract. To accomplish these goals in a manner that adheres to the Department of Labor's procedures for communicating with the public, our team engaged DOL leadership to act as public champions for this work and as liaisons with WIF grantees, partner organizations, and the additional WIF TA contractors. Having the support of enthusiastic



and knowledgeable champions within DOL such as the Office of Public Affairs (OPA) helped grow our connections with target audiences and motivate these audiences to spread the word to the field at large. CDS² employed several communications best practices to ensure the dissemination activities of this project meet and exceed ETA's expectations. The below practices and the tools below were utilized throughout the period of performance:

Recruitment Letters and Print Materials for WIF Grantees

Initial email communications to WIF grantees, distributed by ETA, introduced the series, described the purpose of this work, as well as the benefits of participating in the listening session, Webinars and accessing the online materials through the WIF stakeholder engagement page. Grantees were asked to save the date for each event and were provided the opportunity to register for the sessions through an online form. For the first live listening session, the CDS² team was able to collect and manage registration information via its own online registration management system which provides the opportunity to collect and sort registrant information such as state, professional role, and email address. Alternatively, audiences for the two Webinars registered using established registration tool available through the Workforce3One platform for hosting Webinars. The team designed a professional flyer outlining the TA activities that was distributed to WIF Grantees at the *Workforce Innovation Fund Grantee Meeting* as well as NAWB Conference attendees.

Direct Emails

Developing a list of direct contacts on a continual basis is a communications best practice commonly used to recruit target audiences to participate in activities and utilize resources. Because CDS² was collecting registration information and email addresses for the first listening session the team created a project email to communicate with registered attendees. The CDS² distribution list expanded to include all registered attendees for each of the three events. CDS² maintained this distribution list, which included an opt-out function for any user. All communications developed for email dissemination were submitted to the COR for pre-approval and were disseminated by CDS² directly through wifinnovations@cds2.com or by DOL using Workforce3one distribution lists.

Online Presence

The team developed the framework and content for Stakeholder Engagement Series Web site <http://innovation.workforce3one.org/blog/view/engagement-series>; this page also served as the materials repository/archive for the project.

Partner Network Mobilization

Utilizing established communication networks was a crucial strategy for CDS² to optimize outreach to the workforce system at large. Throughout the project, the team created materials for



DOL ETA staff to distribute to its own audiences via official DOL communication channels, as well as to share with stakeholders. For example, for the career pathways Webinar the team authored blog posts to be published on the official blog of the Office of Career, Technical and Adult Education (OCTAE) within the Department of Education (ED). For each listening session, the team provided the COR with a list of proposed relevant partner organizations and their communication vehicles to target for outreach, such as the National Career Pathways Network (NCPN) for the Career Pathways listening session.

Social Media

While this project did not create its own social media identity, the team encouraged the use of hashtags (#) to raise awareness of the listening sessions before, during and after each event. The team suggested using one hashtag based on the name of the listening session series for consistency and brand recognition among target audiences, #workforceinnovation. Communications encouraged audiences to tweet questions and comments about each listening session using the hashtag developed for the series, and the team monitored the use of the hashtag before and after each listening session and throughout the course of the project. The team provided DOL with a list of suggested social media posts in advance of each listening session or Webinar to be shared through official DOL social media channels. In addition, direct emails included a share to social media feature to allow recipients to post the information received to their own social media networks.

Branding the Series

While this contract was just one branch of WIF technical assistance activities, the CDS² communications team recommended branding the series of national listening sessions and its accompanying materials. A basic branding treatment included developing an initiative name and typeset logo that was incorporated into all project materials to create a meaningful identity for this work among WIF grantees and other stakeholders. Because all of the project's deliverables directly correlate with the content of the listening sessions, a simple yet strong brand communicated to audiences that events and materials developed under this contract are not one-off technical assistance activities, but rather part of a comprehensive effort to disseminate information and best practices about WIF grantee efforts to the entire workforce development system. The CDS² team conducted an internal project team meeting to determine three brief branding options (see below) for this initiative and presented the options in a written/visual proposal to the COR for consideration. The team's proposed designs worked within the look and feel already established by existing ETA and WIF websites and materials. The approved branding treatment was utilized in the creation of all project materials, along with embedding the project's key messages. The project team proceeded with Option 2. Please see Appendix A for more information on branding the series.



Option 1:

Name: Insights from WIF

Tagline: *A National Workforce Dialogue*

Notes: This option epitomizes the concept of determining lessons learned, success stories, and best practices from WIF grantees and sharing them with both grantees and other interested stakeholders to create a national dialogue within the public workforce system. The tagline ensures that the events appeal not only to WIF grantees but also to everyone working within the workforce system.

Suggested listening series hashtag: #workforcedialogue

Option 2:

Name: Eye on WIF

Tagline: *Innovating for Change*

Notes: Similar to Option 1, this name is catchy, easy to remember, and demonstrates how these events and TA products will put the spotlight on WIF grantees and their work. Combined with the tagline, this option conveys the idea that we will be sharing strategies, information, and more from WIF grantees that will help others in the workforce system replicate these innovations to drive progress.

Suggested hashtag: #workforceinnovations

Option 3:

Name: Impacts of Innovations

Tagline: *WIF Strategies for Change*

Notes: Option 3 hones in most strongly on the WIF innovations/interventions, and the impacts of these activities, themselves. The name suggests that the TA series will examine the impacts of WIF grantees' work, while the tagline demonstrates that the purpose of this work is to uncover the best strategies for advancing the entire workforce system.

Suggested hashtag: #workforcestrategies

Innovating @ the Speed of Business

March 27, 2014, 2:15-3:15pm EDT

The engagement series kicked off with a live stream plenary session at the 2014 WIF grantee meeting in Washington, D.C. The national broadcast was hosted by Eric Seleznow, ETA Acting Assistant Secretary, with opening remarks from U.S. Department of Labor Secretary Thomas E. Perez, and Kate McAdams, Senior Advisor to the Secretary of the U.S. Department of Commerce. The WIF Grantees featured were [Workforce Initiative Association \(Ohio\)](#) and [Three Rivers Workforce Investment Board \(Pennsylvania\)](#). ETA also invited



Kenneth Timmings, a business partner from the Ohio WIA BRN, to present. An [archived video](#) and [transcript](#) of the event can be viewed on the WIF Stakeholder's Engagement Web Pages.

In-depth support was provided to the three presenters for the live stream *Innovating @ the Speed of Business* plenary session, including numerous conference calls, assistance in preparing remarks and on-camera preparation. A virtual rehearsal/dry run was conducted on March 24. Similar support, including talking points, was provided to the six grantees to be featured in the June and August Webinars. Five of the six grantees also agreed to participate in brief videotaping sessions conducted on March 28. The end product for the five filming sessions was short promotional videos posted on the stakeholder engagement page. All video sessions were scheduled in conjunction with the WIF grantee meeting as a cost-saving measure.

The team also developed text and design support for the engagement series Web page, and provided draft e-mails, print flyers, Twitter materials and press releases in support of the live stream plenary on March 27. The team handled all of the IT logistics for the live stream event including coordination of IT requirements between the live stream vendor and the Office of Public Affairs (OPA).

Marketing and Communications

CDS² provided recruitment emails, print materials, content for online presence and social media to promote the first listening session, *Innovating @ the Speed of Business*. Please see Appendix B for the emails that were created for distribution. Below is a list of proposed tweets for OPA to consider distributing before, during and after the event.

Proposed Canned Tweets

Pre-event post: Join @USDOL's @LaborSec on 3-27 @ 2:15 PM EDT for a live stream plenary on #workforceinnovation <http://bit.ly/1gnGBOq>

Pre-event post: On 3-27 @ 2:15 PM EDT, @LaborSec will speak live about @USDOL's #workforceinnovation fund. Don't miss it! <http://bit.ly/1gnGBOq>

Pre-event post: OH's Workforce Initiative Association will be part of @USDOL's live stream plenary w/ @LaborSec on #workforceinnovation <http://bit.ly/1i9T0Ko>

Pre-event post: PA's Three Rivers WIB will be part of @USDOL's live stream plenary w/ @LaborSec on #workforceinnovation <http://bit.ly/1hahWPb>

Day-of post: Join @USDOL's @LaborSec & colleagues today for a live stream plenary on #workforceinnovation. <http://bit.ly/1gnGBOq>



Proposed Follow-Up Tweets

Missed the #workforceinnovation event w/ @LaborSec on 3-27? View the archived video <http://youtu.be/fWZeQzQNbc0> & blog <http://1.usa.gov/1gGVAY6>

Learn about creative solutions for improving employment/training services; view the #workforceinnovation event w/ @LaborSec <http://youtu.be/fWZeQzQNbc0>

Save the date for the next #workforceinnovation event w/ @LaborSec; a #careerpathways panel @ 2:15 PM ET on June 4

Grantee and Business Partner Information

Workforce Initiative Association (OH)

Project Name: *Business Resource Network (BRN Expansion)*

Plenary speakers:

JoAnn Breedlove, Business Resource Network, Project Director, Workforce Initiative Association

Ken Timmings, KTSDI LLC

Three Rivers Workforce Investment Board (PA)

Project Name: *New App for Making It in America*

Plenary Speaker: *Vera Krekanova Krofcheck*, Director of Strategy and Research, Three Rivers Workforce Investment Board

Case Study

Prior to the live event CDS² submitted a draft outline for the *Innovating @ the Speed of Business* case study of the selected grantee, Three Rivers WIB; it was decided by ETA to re-focus the case study to the Ohio BRN grantee from the Three Rivers grantee. The OH BRN accepted the case study invitation and ETA approved the outline for the Ohio BRN case study.

The *Innovating @ the Speed of Business* case study featured the Ohio Workforce Initiative Association (WIA) Business Resource Network Expansion. To develop materials for the case study, the CDS² team conducted a series of interviews with the Deputy Director of the WIA, and the newly appointed BRN project director, and the designated evaluation for the WIF project. The BRN Expansion project is a promising example of how the public workforce system can meet the demand to provide timely, flexible, and high-quality assistance to businesses. The case study can be found in Appendix B as well as online at <http://innovation.workforce3one.org/resources/view/612>.

Online Resources

CDS² worked with the featured grantees to collect resources to post on the Stakeholder Engagement page. Resources for *Innovating @ the Speed of Business* include:

**Workforce Initiative Association (Ohio):**

The Business Resource Network website: www.thebrn.net

Ohio Learn to Earn Initiative: <http://www.youtube.com/user/OhioJFS>

Three Rivers Workforce Investment Board (Pennsylvania):

Making it in America website: www.usabuildsit.com

The MAKERSHIP Project: www.makership.us

Advancing System Alignment & Career Pathways Innovations

June 4, 2014

The stakeholder engagement series continued with a Webinar examining WIF grantees' emerging system alignment and career pathways innovations. On June 4, 2014 hundreds of interested stakeholders joined ETA leadership, along with three featured WIF grantees, Linda Nguyen ([Workforce Central Washington State](#)), Robert Sainz ([City & County of Los Angeles Workforce Investment Boards](#)), and David Tremblay ([Rhode Island Department of Labor and Training](#)) for the *Advancing System Alignment and Career Pathways Innovations* Webinar. They provide recommendations, lessons learned, and best practices for replicating these strategies throughout the workforce system. An [archived video](#) of the Webinar can be found on the Stakeholder's Engagement page.

Prior to the live event CDS² provided in-depth technical and SME support to each of the three-grantee presenters. CDS² hosted a series of conference call to prepare grantees with talking points and presentation slides. A virtual 'dry run' took place on May 29. Further, a Power Point template was prepared in keeping with restrictions for Webinars presented through the Workforce3One platform.

In support of the June Webinar, the team completed editing of two grantee videos to permit insertion within the respective Power Point and to be used for advanced marketing. The videos feature City & County of Los Angeles Workforce Investment Board's Lisa Salazar and Rhode Island Department of Labor & Training's David Tremblay.

Marketing and Communications

CDS² provided marketing material (including social media posts and announcements for distribution to other federal agencies and partner organizations and created and distributed initial registration invitations for the *Advancing System Alignment and Career Pathways Innovations* Webinar. Please see Appendix C for the emails that were created for distribution. The CDS² team also worked with the Department of Education to promote the Webinar through its outreach



channels including @Career_Pathways Twitter account (from (OCTAE's *Moving Pathways Forward: Supporting Career Pathways Integration* project). Further, OCTAE promoted the event on their LINCS Community WebPages <https://community.lincs.ed.gov/bulletin/webinar-advancing-system-alignment-and-career-pathways-innovations> and blog post

<http://www.ed.gov/edblogs/ovae/2014/05/30/departments-of-labor-career-pathways-webinar>.

Below is a list of proposed tweets submitted to the COR for OPA to consider distributing before, during and after the event. Unfortunately, OPA was not able to provide outreach support for the June event. Follow-up communications to the registrants were created and included the archived video link and calls to remain engaged.

Proposed Canned Tweets for DOL

Pre-event post: Join @USDOL on 6-4-2014 @ 2 PM ET for a #careerpathways #workforceinnovation Webinar <http://bit.ly/1o7H7qf>

Pre-event post: @wkfcentral will be on our #careerpathways #workforceinnovation Webinar on June 4! Read about their WIF project @ <http://bit.ly/1jwf30m>

Pre-event post: @LACityWIB will be on our #careerpathways #workforceinnovation Webinar on June 4! Read about their WIF project @ <http://bit.ly/1neByF6>

Day-of post: Join @USDOL & #workforceinnovation colleagues @ 2 PM ET for a Webinar on #careerpathways innovations <http://bit.ly/1o7H7qf>

Day-of post: Tweet your questions for our #careerpathways Webinar panelists & ETA leadership using #workforceinnovation! <http://bit.ly/1o7H7qf>

Post-event post: Thanks to ETA leadership, @wkfcentral, RI Dept. Labor/Training, & @LACityWIB for a great panel! Post remaining ?s to <http://bit.ly/1jyTqx5>

Post-event post: Engaging & informative case studies on 2 of our #workforceinnovation grantees are available for download @ <http://bit.ly/1jyTqx5>

Post-event post: Miss either of our #workforceinnovation events? Watch online & save the date for a data-driven Webinar on Aug. 20! <http://bit.ly/1jyTqx5>

Proposed Canned Tweets for Partners

Pre-event post: Join @USDOL on 6-4-2014 @ 2 PM ET for a #careerpathways #workforceinnovation Webinar <http://bit.ly/1o7H7qf>

Pre-event post: @wkfcentral will be on @USDOL's #careerpathways #workforceinnovation Webinar on June 4! Read about their project @ <http://bit.ly/1jwf30m>



Pre-event post: @LACityWIB will be on @USDOL's #careerpathways #workforceinnovation Webinar on June 4! Read about their project @ <http://bit.ly/1neByF6>

Day-of post: Join @USDOL & #workforceinnovation colleagues @ 2 PM ET for a Webinar on #careerpathways innovations <http://bit.ly/1o7H7qf>

Day-of post: Tweet your questions for @USDOL's #careerpathways Webinar panelists & ETA leadership using #workforceinnovation! <http://bit.ly/1o7H7qf>

Grantee Information

City and County of Los Angeles Workforce Investment Boards (CA)

Project Name: *Los Angeles Reconnections Career Academy (LARCA)*

Webinar speaker: Robert Sainz, Assistant General Manager, Economic and Workforce Development Department, City of Los Angeles

Rhode Island (RI) Department of Labor and Training (RI)

Project Name: *On-Ramps to Career Pathways*

Webinar speaker: David Tremblay, Administrator, State Workforce Investment Office, Rhode Island Department of Labor and Training

WorkForce Central (WA)

Project Name: *Housing and Employment Navigator Model (Navigator)*

Webinar speaker: Linda Nguyen, Chief Executive Officer, Workforce Central, Washington State

Case Study

The *Advancing System Alignment & Career Pathways Innovations* case study features the Rhode Island Department of Labor and Training. This case study provides a high-level overview of Rhode Island's integrated efforts at a time when all states, programs, and federal agencies need to come together to improve career pathways services, as prescribed in the recently enacted Workforce Innovation and Opportunity Act (WIOA), signed into law on July 22, 2014. CDS² conducted a series of interviews with David Tremblay and Rhode Island's WIF Project Manager, Sarah Griffen. The case study can be found in Appendix C as well as online at <http://innovation.workforce3one.org/resources/view/614>.

Event Resources

CDS² worked with the featured grantees to collect resources to post on the Stakeholder Engagement page. Resources for *Advancing System Alignment & Career Pathways Innovations* include:

City & County of Los Angeles Workforce Investment Boards:



http://ewdd.lacity.org/emp_youth.html

<http://www.summerjobsla.com/intro.html>

<http://www.findyouthinfo.gov/>

Rhode Island Department of Labor and Training:

<http://www.networkri.org/OnRamps.htm>

WorkForce Central (Washington State):

<http://www.buildingchanges.org/library-type/best-practice-reports/item/608-employment-navigator-connecting-homeless-families-to-workforce-systems>

http://usich.gov/usich_resources/solutions/explore/housing_and_employment_navigators

http://www.workforceinvestmentworks.com/innovation_story.asp?id=31&st=WA

Webinar Analysis

At the request of the COR CDS² conducted analysis of the June 4, 2014 Webinar. Documentation included overall listener analysis and attendance statistics. Please see Appendix C for the complete document.

Harnessing the Power of Data-Driven Innovations

August 20, 2014

CDS² in-depth technical assistance continued to be provided to the three grantee presenters for the *Harnessing the Power of Data-Driven Innovations* Webinar: Dena Al-Katib([Chicago Cook Workforce Partnership](#)), Mark Birnbrich ([Ohio Department of Job and Family Services](#)) and Elizabeth Carver ([Utah Department of Workforce Systems](#)). In preparation for the Webinar, a ‘dry run/virtual rehearsal’ was held with the presenters, Andy Moser (SME), and ETA on August 14. The Webinar PowerPoint, general talking points, and related resources were developed and submitted to the COR for review and approval. The videos previously taped by Chicago Cook, Ohio and Utah grantee representatives were posted on ETA’s WIF Engagement Series Web page, along with grant-related resources.

Robert Kight moderated the August 20 event. Presenters were provided the opportunity to highlight the benefits, challenges and policy implications of replicating key aspects of data-driven workforce innovations. They also discussed the potential for aligning data systems and using sound labor market information to drive decision-making in ways that can provide the highest return on investment. An [archived video](#) and responses to [additional questions from participants to presenters](#) can be accessed on the WIF Stakeholders Engagement WebPages.



Marketing and Communications

The summary of marketing efforts for the first and second events in the series was reviewed to optimize engagement for the August session, including an analysis of the registered participants for the Advancing System Alignment and Career Pathways Innovations Webinar and review of the potential workforce partners Excel prepared for ETA. The CDS² team created marketing materials (including social media posts and announcements) for distribution to other federal agencies and partner organizations and provided registration invitations. Please see Appendix D for the emails that were created for distribution. For this particular event CDS² did not prepare tweets, as an outreach mechanism from DOL. Due scheduling restrictions DOL/OPA was not available to promote this event.

In support of the August Webinar, the team completed editing of three grantee videos to permit insertion within the respective Power Point and to be used for advanced marketing. The video's posted on the Stakeholder Engagement page feature Chicago Cook Workforce Partnership's Dena Al-Khatib, Ohio Department of Job and Family Service's Mark Birnbrich, and Utah Department of Workforce Services and Montana Department of Labor and Industry's Elizabeth Carver.

Grantee Information

Chicago Cook Workforce Partnership (IL)

Project Name: *Integrated Workforce Information System*

Webinar speaker: *Dena Al-Khatib*, Program Development Specialist, Chicago Cook Workforce Partnership

Ohio Department of Job and Family Services (ODJFS) (OH)

Project Name: *Electronic Ohio Means Jobs (e-OMJ)*

Webinar speaker: *Mark Birnbrich*, Project Manager, Ohio Department of Job and Family Services (ODJFS) and Governor's Office of Workforce Transformation

Utah Department of Workforce Systems and Montana Department of Labor and Industry (UT and MT)

Project Name: *Utah's Next Generation Labor Exchange (GenLEX)*

Webinar speaker: *Elizabeth Carver*, Grant Manager and Program Manager for the Labor Exchange and Case Management Computer System, Utah Department of Workforce Systems

Case Study

In advance of the Webinar, the draft case study for Utah's *Next Generation Labor Exchange (Gen LEX)* project, which replaced the previously selected Chicago Cook Partnership study, was provided to ETA following the approved outline. CDS² conducted a series of interviews with Elizabeth Carver to capture the information on the Utah Department of Workforce Services and



the Montana Department of Labor and Industry and their partnership to deliver more effective and efficient job seeker and business services through an innovative technology-based tool, known as GenLEX, or, Next Generation Labor Exchange. GenLEX is a virtual service delivery system accessible from any hand-held device, such as a smart phone or tablet, which enables users to tap into the collective resources of multiple workforce development, labor market, economic development and education partner programs. Creating the ability to offer workforce services in this manner significantly expands access and increases the utility of the public workforce system. The case study can be found in Appendix D as well as online at <http://innovation.workforce3one.org/resources/view/621>.

Event Resources

CDS² worked with the featured grantees to collect resources to post on the Stakeholder Engagement page. Resources for *Harnessing the Power of Data-Driven Innovations Webinar* include:

Ohio Department of Job and Family Services: "Electronic Ohio Means Jobs (e-OMJ)" Project

<http://www.ohiomeansjobs.com>

<http://www.jfs.ohio.gov>

<http://www.ohio.gov>

Utah Department of Workforce Services and Montana Department of Labor and Industry: "Utah's Next Generation Labor Exchange (GenLEX)" Project

<http://jobs.utah.gov>

<http://www.utahfutures.org>

Chicago Cook Workforce Partnership: "Integrated Workforce Information System" Project

[http://workforceboard.org/a/integrated-workforce-information-system-\(iwis\)-initiative](http://workforceboard.org/a/integrated-workforce-information-system-(iwis)-initiative)

<http://www.workforceboard.org>

Webinar Analysis

At the request of the COR CDS² conducted analysis of the August 20, 2014 Webinar. Documentation included overall listener analysis and attendance statistics. Please see Appendix D for the complete document.



Webinar Q & A

During the Harnessing the Power of Data-Driven Innovations Webinar, participants asked a series of questions that the speakers could not respond to during the live event. As follow-up each speaker took time to address unanswered questions. The Q & A for that event is posted on the Stakeholder Engagement Series pages

<http://innovation.workforce3one.org/blog/view/engagement-series> as well as the Webinar archive page on <https://www.workforce3one.org/view/2001427242643703093/info>.

Challenges and Solutions

1. The *Innovating @ the Speed of Business* case study had originally planned to feature Pennsylvania's Three Rivers. Work was initiated through a series of interviews and the development of a case study outline. Later, an internal decision was made at ETA to change the grantee to the Ohio BRN; CDS² was able to shift gears and accommodate the change.
2. For the *Innovating @ the Speed of Business* live listening session. The Three Rivers grantee was asked by ETA to name a business partner and selected Sole Power. ETA subsequently decided to include a business partner from the OH BRN grantee rather than Three Rivers. The OH BRN selected Ken Timmings and CDS² was able to coordinate late travel efforts with Mr. Timmings to attend the live event in Washington.
3. CDS² created a communications plan that included use of social media for all three events. Unfortunately, OPA was unable to provide outreach for the second and third events due to conflicting priorities within the Department. CDS² would suggest working more closely with OPA on a suggested calendar of events and outreach to ensure their availability and support to increase public outreach.
4. The second Webinar, *Advancing System Alignment and Career Pathways Innovations*, was scheduled for 60 minutes. The team realized at the conclusion of the event 60 minutes did not allow for time to accommodate questions from the field. CDS² had adjusted its approach for the third Webinar, extending time to 90 minutes to allow for questions. The proposed revision to the agenda was later revised. In turn, CDS² worked with each speaker to address unanswered questions.
5. The original selected grantee to be featured for *Harnessing the Power of Data-Driven Innovations* case study was Chicago Cook Workforce Partnership (however due to work constraints Chicago asked to be the subject of a case study at a subsequent date. CDS² proposed Utah as the subject case study and began interviews with Elizabeth Carver.



6. For both the *Advancing System Alignment and Career Pathways Innovations* and the *Harnessing the Power of Data-Driven Innovation* Webinars the COR worked closely with the moderator to prepare ETA talking points. CDS² would like to suggest the grantees receive those talking points prior to the Webinar to ensure they are not surprised by any of the messages or questions during a live event.
7. CDS² welcomed the opportunity to collaborate with other WIF Technical Assistance (TA) Contractors as to avoid duplication and streamline communication. The COR asked CDS² to participate in a conference call with Maher and other TA contractors but was later told not to attend this call resulting in instances where efforts were duplicated. CDS² worked with the COR daily on planned events and outreach for all events.



Appendix A: Series Branding

Logos



**EYE ON THE
WORKFORCE INNOVATION FUND**
Innovating for Change

#WORKFORCEINNOVATION



**EYE ON THE
WORKFORCE INNOVATION FUND**
Innovating for Change

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Logo Fonts and Colors



235, 140, 43

ALLER BOLD, ALL CAPS

ALLER REGULAR, ALL CAPS



38, 48, 107

Aller Italic



Icons



Innovating @ the Speed of Business



Advancing System Alignment & Career Pathways Innovations



Harnessing the Power of Data-Driven Innovations



Lightbulb



Questions - PowerPoints



Save the Date - PowerPoints



Appendix B: Innovating @ the Speed of Business

Direct Email

Below are copies of disseminated emails. Additional emails were provided to the COR for distribution and are included in the accompanying project disc.



EYE ON THE WORKFORCE INNOVATION FUND

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You're Invited to a Special Live Stream Event **Innovating @ The Speed of Business** **Register Now**

REGISTER NOW

<http://mp125118.cdn.mediaplatform.com/125118/wc/mp/4000/5592/5599/33930/Lobby/default.htm>

The Eye on the [Workforce Innovation Fund Stakeholder Series](#), Innovating for Change, is designed to provide a national forum for the public workforce system to discuss the power and promise of innovation. The series will afford DOL the opportunity to engage nationally with its valued stakeholders and to learn about promising practices that can successfully help businesses thrive and Americans get good jobs.

Our engagement series kicks off with a live stream plenary session at the 2014 National Workforce Innovation Fund (WIF) Grantee Meeting in Washington, D.C. The national broadcast will be hosted by ETA Acting Assistant Secretary Eric Seleznow, with opening remarks from U.S. Department of Labor Secretary Thomas E. Perez and Kate McAdams, Senior Advisor to the Secretary of the U.S. Department of Commerce. Then join two of our WIF grantee panelists online as we turn the spotlight on their programs' strategies for engaging businesses to help Americans get jobs.

This special event will not be hosted on Workforce³ One, but will require a separate registration at the link above. Once registered, you will receive a separate confirmation email with additional information, including the technical assistance point of contact for the event.

Panelists: **The Honorable Thomas E. Perez**, Secretary, U.S. Department of Labor
 Kate McAdams, Senior Advisor to the Secretary, U.S. Department of Commerce
 Vera Krofcheck, Executive Director, Three Rivers Workforce Investment Board (PA)
 Jennifer Meek Eells, Executive Director, Workforce Initiative Association (OH)

Host(s): **Eric Seleznow**, Acting Assistant Secretary, Employment and Training Administration

Date: **March 27, 2014**

Time: **2:15pm ET (1:15pm/Central, 12:15pm/Mountain, 11:15am/Pacific)**

Length: **60 minutes**

Registration for this webinar is limited and seating is on a first-come, first-served basis. Please register today!

REGISTER NOW

<http://mp125118.cdn.mediaplatform.com/125118/wc/mp/4000/5592/5599/33930/Lobby/default.htm>

For additional help or to submit support questions, please email support@windrosemedia.com

Date: Thursday, March 20, 2014 4:42 PM

From: Walker, Andrala - ETA

Subject: US DOL Hosts Live Stream Plenary Session - Innovating @ The Speed Of Business - March 27, 2014

Dear Colleagues,

The Department of Labor's Employment and Training Administration (ETA) cordially invites you to view **Innovating @ The Speed of Business** on **March 27, 2014 from 2:15 – 3:15 PM EDT**, featuring its Workforce Innovation Fund (WIF) grantees. DOL Secretary Thomas E. Perez will kick off this first event in the [Eye on the Workforce Innovation Fund Stakeholder Engagement Series](#). Secretary Perez will provide opening remarks on the impacts that these innovations will have on our nation's workforce system, as well as how their strategies and lessons learned can help workforce-related programs nationwide.

He will be joined by Kate McAdams, Senior Advisor to the Secretary of the U.S. Department of Commerce and ETA Acting Assistant Secretary Eric Seleznow. WIF grantees from Ohio ([Workforce Initiative Association](#)) and Pennsylvania ([Three Rivers Workforce Investment Board](#)) will also be on hand to share their strategies for engaging businesses and creating viable pathways for budding entrepreneurs

The plenary session will be held from **2:15 – 3:15 PM EDT** at the U.S. Department of Labor's Frances Perkins Building during the 2014 WIF Grantee National Meeting. As valued stakeholders in the nation's public workforce system, we encourage you to [register now](#) to view the broadcast. To promote dialogue, before and during the event, you are encouraged to post questions on Twitter using the hashtag #workforceinnovation. Our team will monitor your questions on Twitter and answer them from the Labor Department Twitter account ([@USDOL](#)) as part of the event.

We also welcome you to share the attached information with your distribution lists and/or share the suggested blog and social media posts with your networks. Thank you for helping us spread the word.

Best,
Andrala

Andrala Walker, GCDF

Workforce Analyst

U.S. Department of Labor| Employment and Training Administration

Office of Workforce Investment

200 Constitution Avenue NW

Washington, D.C. 20010

(202) 693 – 3948 office

Date: 2014-03-20 14:00

From: wifinnovations@cds2.com

Subject: Add Your Voice: Eye on the Workforce Innovation Fund Stakeholder Engagement Series

To: WIF Grantees



EYE ON THE WORKFORCE INNOVATION FUND

Innovating for Change

#WORKFORCEINNOVATION

Dear WIF grantees,

We are excited to see you next week during the WIF grantee meeting for the first event in the [Eye On the Workforce Innovation Fund Stakeholder Engagement Series](#). Our live stream plenary, *Innovating @ the Speed of Business*, will be held on March 27, 2014 at 2:15 PM EDT. This national broadcast will be hosted by ETA Acting Assistant Secretary Eric Seleznow with opening remarks from Secretary Thomas E. Perez and Kate McAdams, Senior Advisor to the Secretary of the U.S. Department of Commerce. Representatives from two WIF grantees, Three Rivers Workforce Investment Board's [New App for Making It In America](#) project, and the [Business Resource Network \(BRN\) Expansion](#) project of Ohio's Workforce Initiative Association, will complete our panel.

If you will be in Washington, D.C. at the grantee meeting, we look forward to seeing you in our live audience. **You are welcome to forward this email to your grantee networks and business partners, who can [register](#) to join us online.** Whether you will be with us in person or virtually, we encourage you to add your voice to this national dialogue. During the event, you can post questions on Twitter using the hash tag #workforceinnovation. Our team will monitor your questions on Twitter and answer them from the Labor Department Twitter account ([@USDOL](#)) during and after the event.

This stakeholder engagement series is designed to provide a national forum for the public workforce system to discuss the power and promise of innovation. It will afford ETA the opportunity to engage with its valued stakeholders and to learn about promising practices that can successfully help businesses thrive and Americans get good jobs.

If you have any questions prior to this event, please feel free to contact us.

Your partners in innovation,

The WIF project team

Date: 2014-03-20 15:30

From: wifinnovations@cds2.com

Subject: Reminder! Innovating @ the Speed of Business – March 27, 2014

To: Registered Attendees



EYE ON THE WORKFORCE INNOVATION FUND

Innovating for Change

#WORKFORCEINNOVATION

Greetings!

Thank you for registering for the upcoming webcast, *Innovating @ the Speed of Business*, the first event in the [Eye On the Workforce Innovation Fund Stakeholder Engagement Series](#). This email is simply a reminder that the event is coming up in one week, on March 27th at 2:15 PM EDT.

If you wish to invite a friend, they can register [here](#).

Don't forget! During the event, you can post questions on Twitter using the hash tag #workforceinnovation. Our team will monitor your questions on Twitter and answer them from the Labor Department Twitter account ([@USDOL](#)) during and after the event.

Please visit the following link on the day of the webcast. Once on the registration/login page, you will need to login by entering the email address with which you registered to access the presentation.

[View Webcast](#)

System Requirements

- Intel Pentium 4, 2.0Ghz or faster
- 512 MB RAM (1 GB recommended)
- Monitor and Video Card that support 64k color
- Windows XP or later, Mac OS X 10.5 or later
- IE 7 or later, Firefox 3.0 or later, Safari 3.0 or later

For additional help or to submit support questions, please email support@windrosemedia.com

We look forward to seeing you next week.

Date: 2014-03-25 15:00
From: wifinnovations@cds2.com
Subject: Twitter promotion needed: #WorkforceInnovation
To: WIF Grantees



EYE ON THE WORKFORCE INNOVATION FUND

Innovating for Change

#WORKFORCEINNOVATION

Hi everyone,

This Thursday, Secretary of Labor Tom Perez will host a sit-down panel on the workforce innovation fund and discuss how the Labor Department is working with businesses to create job training partnerships. During the panel, he will be taking questions from Twitter using the hashtag #WorkforceInnovation. We would greatly appreciate your help in amplifying our message to your Twitter audiences and asking them to tweet their questions.

If you or your organization have a Twitter account, here are a few tweets sent out from the @USDOL Twitter account to retweet. Or, send out your own!

Please retweet:

<https://twitter.com/USDOL/status/448098027430244352>

<https://twitter.com/USDOL/status/448490922163310592>

Thank you!

WIF Stakeholder Engagement Series Project Team

Date: 2014-04-17 10:45

From: wifinnovations@cds2.com

Subject: Subject: Innovating @ The Speed of Business Webcast Archive Available NOW; Save the Date for June Event!

To: Registered Attendees



EYE ON THE WORKFORCE INNOVATION FUND

Innovating for Change

#WORKFORCEINNOVATION

Dear WIF Grantees,

We sincerely hope you enjoyed your time at the 2014 WIF grantee meeting in Washington, D.C. as well as the live panel discussion with U.S. Department of Labor Secretary Thomas E. Perez, *Innovating @ the Speed of Business*. The discussion was positively received, with more than 400 participants viewing across the United States and even in Poland!

If you were unable to join us live or could not catch the event online, you can view the [archived video](#) on the DOL YouTube channel, and read a [recap](#) of the event on DOL's official blog, *Work in Progress*.

Help Us Continue the Conversation

We definitely want to hear how you are engaging business and industry in your workforce system innovations. Please continue the conversation with DOL leadership and your own grantee network by:

- 1) Posting a comment on the event series [web page](#).
- 2) Sharing your thoughts below the [archived video](#).
- 3) Reflecting on the [recap blog](#) and posting a comment.
- 4) Interacting on the DOL [Twitter](#) or [Facebook](#) pages using #workforceinnovation. U.S. DOL staff will continue to monitor our hashtag over the next month as we prepare for the next event. Let's get a real conversation on innovation going!
- 5) Sharing the [archived video](#) with your own social media networks.

Save the Date – June 4, 2014

Also, please save the date for our next exciting event! *Advancing System Alignment and Career Pathways Innovations* will be held on **Wednesday, June 4, 2014 at 2:00 p.m. ET**. Registration will be available soon. Secretary Perez and ETA Deputy Assistant Secretary Eric Seleznow will once more be invited to participate on the panel. This event will feature your colleagues from the [City and County of Los Angeles Workforce Investment Boards](#), [Rhode Island Department of Labor and Training](#), and [Workforce Central \(Washington State\)](#).

Your partners in innovation,

The WIF project team

Date: 2014-04-17 12:00 (List 2)

From: wifinnovations@cds2.com

Subject: Innovating @ the Speed of Business Archive Available Now; Save the Date for June Event!

To: Registered Attendees



EYE ON THE WORKFORCE INNOVATION FUND

Innovating for Change

#WORKFORCEINNOVATION

Dear Colleagues,

Thank you for registering for the first event in the [Eye on the Workforce Innovation Fund Stakeholder Engagement Series](#). If you were unable to view the *Innovating @ the Speed of Business* live stream panel discussion on March 27, you can catch the [archived video](#) on the U.S. Department of Labor (DOL) YouTube channel, and read a [recap](#) of the event on DOL's official blog, *Work in Progress*.

Let's Continue the Conversation

We definitely want to hear your thoughts and questions on how you are engaging business and industry in workforce system innovation. U.S. DOL staff is on hand to reply to you! Please continue the conversation with U.S. DOL leadership and your own colleagues by:

- 1) Posting a comment on the event series [web page](#). Let us know how you are enjoying the series, what you're learning, and your ideas on how these innovations can be scaled for impact.
- 2) Sharing your thoughts below the [archived video](#).
- 3) Reflecting on the [recap blog](#) and posting a comment.
- 4) Interacting on the DOL [Twitter](#) or [Facebook](#) pages using #workforceinnovation. U.S. DOL staff will continue to monitor our hashtag over the next month as we prepare for the next event. Let's get a real conversation on innovation going!
- 5) Sharing the [archived video](#) with your own networks.

Save the Date

In addition, please save the date for our next event! *Advancing System Alignment and Career Pathways* will be held on **Wednesday, June 4, 2014 at 2:00 p.m. ET**. Registration will open by the end of April. DOL Secretary Thomas E. Perez and ETA Deputy Assistant Secretary Eric Seleznow will once more be invited to participate on the panel.

Your partners in innovation,

The WIF project team



Case Study



The Ohio Workforce Initiative Association Business Resource Network Expansion

Innovating @ the Speed of Business: A Case Study

▶ Focusing on the Needs of Business: Our Imperative

The Workforce Initiative Association¹ is a local Workforce Investment Board serving two counties in Ohio. The primary goal of the Ohio Business Resource Network (BRN) Expansion project is to connect workforce development, economic development, and education in a seamless and customer-focused partnership to deliver more effective and efficient business services. The BRN model provides businesses with a single point of contact to tap into the collective resources of over 40 workforce, economic development and education partner programs. The BRN also creates an ongoing dialogue to identify and understand common industry sector challenges and trends and create shared solutions. “Our goal over the course of the three year-grant cycle is to reach out to more than 750 businesses and deliver services to more than 500 of them,” said JoAnn Breedlove, Deputy Director of the Workforce Initiative Association. As of May 2014, more than 600 businesses have been engaged by the BRN and services have been delivered to 452 businesses.²

▶ Why This Innovation Matters

The BRN Expansion model makes it easier for businesses to partner more effectively with the public workforce system to address their workforce challenges. This ultimately leads to more job openings for job seekers, shorter durations of unemployment, industry-led training and credentials, and greater opportunities for Americans to find lasting employment at family-sustaining wages.

▶ Scaling What Works: History and Evolution of Project

The BRN was established in 2008 by two Northeast Ohio Workforce Investment Areas to target businesses in the community at risk of closure. Multiple plant closures in the area led the local workforce areas to develop a new way to deliver



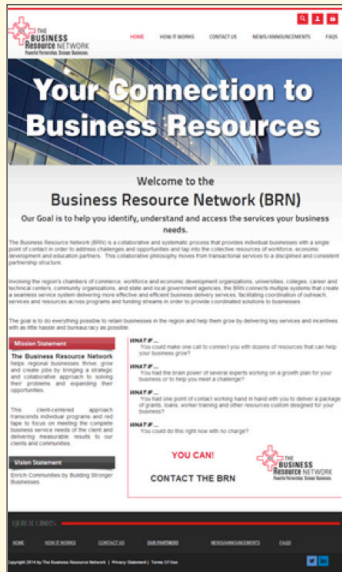
EYE ON THE WORKFORCE INNOVATION FUND

About this Stakeholder Engagement Series

The *Eye on the Workforce Innovation Fund Stakeholder Engagement Series, Innovating for Change*, provides a national forum for the public workforce system to discuss the power and promise of innovation. The series gives the U.S. Department of Labor an opportunity to hear from stakeholders about promising practices that can help businesses thrive and Americans get good jobs.

More information may be found at: <http://innovation.workforce3one.org/blog/view/engagement-series>

We invite you to watch the *Innovating @ the Speed of Business* video on DOL's YouTube channel, <http://www.youtube.com/watch?v=fWZeQzQNbc0&feature=youtu.be>, and read a recap of the event on DOL's official blog, <http://social.dol.gov/blog/promoting-innovation-in-skills-development/>, *Work in Progress*.



Business Resource Network (BRN) Web site

services to businesses facing layoffs. In 2010, the BRN concept was expanded to other workforce areas through a layoff aversion grant funded by the Ohio Department of Development. One of the areas awarded a grant to replicate the Business Resource Network model was the Workforce Initiative Association, the local Workforce Investment Area operator for Stark and Tuscarawas counties in Northeast Ohio. “This grant enabled us to formalize partnerships with an array of service providers within the state, including workforce development, economic development and education and training organizations,” says Breedlove. “During that grant period, we broadened the focus of our discussions from only layoff aversion to include consideration of business expansion needs.”

The 2010 grant laid the foundation for the three-year \$6,000,000 Workforce Innovation Fund (WIF) grant, essentially scaling and enhancing the network structure that was already in place. The WIF grant, awarded in 2012, provided funding to expand the regional BRN model from three to sixteen (16) Ohio counties: Adams, Brown, Scioto, Pike, Stark, Tuscarawas, Belmont, Carroll, Harrison, Jefferson, Columbiana, Mahoning, Trumbull, Ashtabula, Geauga and

Portage.³ The WIF grant now supports salaries for key staff positions and has enabled the BRN to continue to invest in customer relationship management software that is built upon evidence of successful business retention and expansion practices. The technology allows BRN agency partners to share data and automate processes, providing businesses with an efficient, professional interaction that meet their workforce needs.

The BRN Model: Collaboration as a Key Innovation Strategy

The BRN Expansion project develops proactive, business outreach strategies. The new BRN teams created with the WIF grant have developed partnerships with the other early agency partners in their regions including chambers of commerce, economic development organizations, state and local government organizations, and colleges and universities. Now, the five local BRN teams jointly hold regular roundtable meetings that contribute to staff development and peer-to-peer learning.

“We hit the ground running,” says Breedlove. “The six local Workforce Investment Areas combined into five teams, each headed by

a BRN manager. Each network team signed partnership and confidentiality agreements affirming its commitment to the expanded BRN model.” Breedlove goes on to explain the staff training process, “We then held two training sessions to help our staff learn to work with the business community effectively. We updated our Web site (<http://www.thebrn.net/>) and enabled our staff to access critical resources. As part of our orientation session, we conducted mock employer interviews where we stressed listening to businesses with an open mind and not telling businesses what they needed.”



Regular BRN roundtable meetings contribute to staff development and peer-to-peer learning.

These meetings also provided multiple learning opportunities to help staff evolve into “account executives” focused on the business customer, including:

1. Cross-training staff on the region’s business services and resources;
2. Providing a platform for brainstorming on appropriate, creative solutions to meet business client needs; and
3. Discussing the alignment of job-driven training with common industry sector needs.

“The goal of the BRN over the three year-grant cycle is to reach out to 750+ businesses and deliver services to 500 or more.”

Partners use a variety of information sources to strategically and proactively target the businesses where they can add the most value: those companies that are at risk or those poised for growth within prioritized industry sectors. The BRN teams also target businesses by size, monitor early warning signs for layoffs, track market and industry trends and identify declining industries in order to provide effective assistance.

Building Evidence for the Workforce System

As a requirement of the WIF solicitation, the BRN Expansion project is engaging in a rigorous, third-party implementation and outcome evaluation. The evaluation will determine the level of change in the relationship between the workforce development and economic development entities and the employer community in the areas that it serves. The BRN model was created based on a set of principles from the Corporation for a Skilled Workforce that included:

- Make business services a clear priority with dedicated staff time and resources
- Manage employer services as a single function using account representative model
- Empower business services staff to focus on and be knowledgeable about industry sectors and employers in the local economy
- Track and share data reflecting contacts, business service delivery and outcomes and to use this data to improve results

Projected Outputs of the BRN WIF Grant	Grant Projected Output	Through 5/31/14 ²
Number of business interviews	787	608
Number of customized, comprehensive proposals to business	515	452
Number of partnerships included in proposals		3,230
Average # of relevant partners included in proposals per area	5	7.15
Number of at-risk businesses targeted	142	68
Number of growing businesses targeted	633	495
Identified service gaps not met by collective partners	Identified as gaps arise	7
Number of professional development opportunities offered to staff	111	218

Early evaluation work seemed to indicate that the BRN model has changed the dynamic between businesses and the public workforce system, according to Matt Falter, the BRN’s Project Director. Since 2012, BRN partners across Ohio have interviewed over 600 businesses.

Early Wins:

- In Workforce Investment Area 19, serving Geauga, Ashtabula, and Portage Counties, the BRN local team hired contract workers from existing economic development agencies to serve as business account executives. Since these individuals already had established relationships with the business community, they achieved significant success in their business outreach efforts.
- The collaborative efforts of the partnership have provided the BRN with access to a range of in-kind and actual financial resources from the agency partners, extending the reach of the initiative. The BRN Leadership Team has established metrics that monetize leveraged resources for businesses such as *OhioMeansJobs* centers business services, as well as access to tax incentives, grants and loans available through the 40 plus network partner agencies. Since its inception in 2012, the project has accessed more than \$2.3 million in leveraged resources as illustrated in the accompanying table.

Leveraged Resources to Help Businesses	All Areas
Meeting Room Rental for Interviews, Job Fairs	\$8,935
On-the-Job Training Opportunities	\$116,475
Job Postings	\$99,000
Assessments Conducted for Potential Job Seekers	\$1,500
Labor Market Information Searches	\$180
Total American Job Center Services	\$219,143
Other Resources	\$7,610
Grants to Businesses through other agency partners	\$463,869
Loans to Businesses through other agency partners	\$1,657,000
Total Grants/Loans/Other Resources	\$2,128,479
TOTAL	\$2,356,557

Since its inception in 2012, the project has accessed more than \$2.3 million in leveraged resources through May 2014.

Listening at the Speed of Business: Employer Engagement

The BRN Expansion project has developed a detailed, step-by-step process for working with the business community. The process, which is supported by field-tested templates and procedures, has strong potential for replication in the broader workforce development community.

Driven by data derived from its partners and processed using customer relationship management (CRM) software, the BRN identifies, prioritizes and targets regional businesses for their support using this process:

- A single-point-of-contact account executive (similar to a business services representative) communicates and works with the employer throughout the process.
- The account executive contacts the employer, determines his/her level of interest and, if successful, transmits an interview/survey template through the CRM system to the employer prior to the actual face-to-face interview.

“We take the lead from the employer,” says Breedlove. “What are the challenges that you have? Are you facing possible layoffs? Do you need access to low interest loans to sustain or expand your business? Do your incumbent workers need retraining to keep up with new technologies? Are you interested in state and federal grant opportunities? Do you want to learn about tax incentives that would support the expansion or relocation of your business? We ask the employer to prioritize their challenges. The entire process is employer-driven. Our strategic advantage is that we truly are a collaboration. As we listen, we’ve become successful in reducing the red tape that has often hindered the public workforce system in employer engagement activities in the past.”

- The account executive conducts the interview and enters all of the resulting information into the CRM system for data analysis.
- The analyzed data is then shared with a BRN manager who develops a customized Challenges and Opportunities form that is tailored to the employer's needs.
- This form is then transmitted to the partnership network for their review, comment and input relative to potential solutions that can be offered to the employer, e.g., identification of local training and recruitment resources, access to loans, grants and tax incentives, and new market development.
- The BRN team summarizes the responses from the partnership network in a customized, comprehensive proposal that is tailored to the employer's specific challenges and opportunities.
- The account executive transmits the vetted Challenges and Opportunities form to the employer for consideration with no obligation and at no cost.
- If the employer opts to utilize the resources identified by the BRN team, the account executive will remain as the employer's liaison to the initiative's partners and their resources.



BRN Employer Engagement and Outreach



“The BRN has helped us immensely,” says Mr. Timmings. “Their umbrella organization is the key point of contact for the 40 to 50 organizations that exist in our area that can be of assistance to KTSDI in growing our business.”

An example of the success the BRN has had in enhancing employer engagement with the public workforce system is KTSDI, the North American representative of four German OEM manufacturers of components for special-design, rubber-tire, and heavy-duty truck components. “We’re a young dynamic company,” says Ken Timmings, manager of KTSDI. “I’m a firm believer in embracing all the available resources possible and the BRN has made that happen.”

“In the past, we’ve been challenged to find employees in this area who meet our skills needs to work with sophisticated mechanical systems,” says Timmings. “We were looking for people to grow our business. The BRN helped us to work with our local OhioMeansJobs (OMJ) Center to recruit new employees. The OMJ Center conducted assessments specifically tailored to meet our needs. Before the BRN, we spent up to \$3,000 on print advertising with very little return on investment. We’ve experienced much more success working with the BRN

on the recruitment of new employees.” KTSDI also worked with the BRN to implement a “Learn to Earn” program for long-term unemployed workers. The participants work with the company for 24 hours a week for six weeks. They begin while still receiving unemployment insurance benefits and receive intensive on-the job training (OJT). At the end of the six week period, KTSDI could make an informed decision on whether to make a hiring offer.

Another BRN business engagement success story is Barclay Rolls, a 114-year old company that manufactures and refurbishes production rolls for steel, aluminum and food industries. The company has had a long standing relationship with the BRN, starting in 2010 and continuing into 2014. Since 2010, the BRN has provided Barclay Rolls with numerous opportunities afforded by the network partners including:

- On-the-job training;
- Recruitment of new employees; and
- Counsel on workplace safety requirements.

In 2013, the company started to explore the potential to expand its markets geographically. The International Trade Assistance Center, a local BRN partner agency, provided a significant amount of assistance including an introduction to the Export-Import Bank of the United States. According to John Dance, Barclay Rolls' compliance officer, the Export-Import Small Business Express⁴ can provide a company with inexpensive insurance to mitigate the risk of exporting.



In addition to its established track records with KTSDI and Barclay Rolls, the BRN has documented other examples of its successes in helping Ohio employers address new job creation, job retention and on-shoring. Success stories for the regional BRN team serving Columbiana, Trumbull and Mahoning counties are featured in a video entitled “Measurable Success” on the BRN Web site: https://www.youtube.com/watch?v=gp4NLCoJcQM&feature=mfu_in_order&list=UL.

- One story focuses on the team’s assistance in moving a local company’s production from overseas back to Ohio, thereby creating jobs for American workers.
- Another relates how the team helped a local small business owner, facing potential layoffs, to find resources to train his incumbent workforce in new technologies.
- A third describes how the team provided guidance on tax incentives to encourage a company to relocate its technical operations from India to Youngstown.

Lessons Learned

The Workforce Innovation Association is taking the BRN to scale with plans to extend these services across the state. Along the way, there have been a few key lessons learned.

- **Making business services and engagement clear priorities within the workforce system.** In an environment of shrinking resources, it is critical that serving the needs of businesses as well as jobseekers remains a clear priority. State and local workforce systems should work to allocate funding that supports dedicated staff time and resources to this function. There are simply too many lost opportunities to work with business and industry. The system must move from a reactive “business as hiring source” focus to a proactive “business as partner” focus.
- **Using a single point of contact to provide business services.** One of the most successful aspects of this model is using a single business account executive to represent over 40 different public services and/or resources at once. Businesses seem to have grown weary of being approached by

multiple agencies to hire their participant pool. By offering a menu of value-added services to businesses and using state-of-the-art customer relationship management software, the BRN has been able to identify exactly what its businesses need and respond quickly in an efficient manner.

- **Building on a proven business services model allowed for quick expansion and replication.** The early 2008 initiative created a solid model based on sector strategy principles by the Corporation for a Skilled Workforce. Examples of templates and training modules were available to modify and retool for the next set of BRN teams to use. Team members were able to benefit from joint training and learning opportunities that contributed to an accelerated start up and implementation time. The project has created a comprehensive guide to help state and local workforce areas develop Business Resource Networks. This tool is currently available on the Workforce Innovation Web site: <http://innovation.workforce3one.org>.

Conclusion

Effective employer engagement requires placing a priority on and demonstrating an ability to meet employer needs. Workforce investment boards, like the Workforce Initiative Association in Ohio, have found that focusing their services and resources toward meeting business needs help build trust and cultivate productive relationships. The BRN Expansion project is a promising example of how the public workforce system can meet the demand to provide timely, flexible, and high-quality assistance to businesses. This, in turn, can result in more Americans being employed with family-sustaining wages and taking the next step into the middle class.

For more information, visit the BRN website, <http://www.thebrn.net>; or contact JoAnn Breedlove at: JBreedlove@omjwork.com or Matt Falter, BRN Project Director, at: MFalter@omjwork.com.

¹ The Workforce Initiative Association is structured as a regional council of governments and is the local operator of the Ohio Means Jobs Centers in Stark and Tuscarawas Counties. It also serves as the local Workforce Investment Board administrator.

² Workforce Initiative Association Grant Performance Tracking, May 31, 2014

³ Abstract, Workforce Initiative Association, Business Resource Expansion Network, Workforce Innovation Grant Application 2012

⁴ <http://www.exim.gov/smallbusiness/>



Promotional Flyer



EYE ON THE WORKFORCE INNOVATION FUND

Innovating for Change

#WORKFORCEINNOVATION

About This Stakeholder Engagement Series

The *Eye on the Workforce Innovation Fund Stakeholder Engagement Series, Innovating for Change*, is designed to provide a national forum for the public workforce system to discuss the power and promise of innovation. The series will afford DOL the opportunity to engage nationally with its valued stakeholders and to learn about promising practices that can successfully help businesses thrive and Americans get good jobs.

For more information visit: <http://innovation.workforce3one.org/blog/view/engagement-series>



March 27, 2014, 2:15–3:15pm EDT: Innovating @ the Speed of Business

A live stream plenary session at the 2014 WIF grantee meeting in Washington, D.C. hosted by Eric Seleznow, ETA Acting Assistant Secretary, with opening remarks from Thomas E. Perez, Secretary of the U.S. Department of Labor, and Kate McAdams, Senior Advisor to the Secretary of the U.S. Department of Commerce. **WIF Grantees to be featured:** *Workforce Initiative Association (Ohio)* and *Three Rivers Workforce Investment Board (Pennsylvania)*.



June 4, 2014: Advancing System Alignment and Career Pathways Innovations

A national webinar examining WIF grantees' emerging system alignment and career pathways innovations. Join Secretary Perez and other national policy experts, and **featured WIF grantees:** *City & County of Los Angeles Workforce Investment Boards*, *Rhode Island Department of Labor and Training*, and *Workforce Central (Washington State)*.



August 20, 2014: Harnessing the Power of Data-Driven Innovations

Whether you love data and believe it should drive all policy and decision-making, or find data collection and evaluation overwhelming, this webinar is for you. **WIF Grantees to be featured:** *Ohio Department of Job and Family Services*, *Utah Department of Workforce Systems* and *Montana Department of Labor and Industry*, and *Chicago Cook Workforce Partnership*.



Onsite Information Guide



Eye on the Workforce Innovation Fund Stakeholder Engagement Series

Onsite Information Guide- March 27-28, 2014

Thursday, March 27, 2:15 PM; Live Stream, Great Hall

Team to arrive at 10:30 AM - Bruce to sign in (703.587.5894)

Grantees meet Rachel at the Great Hall stage at 1:30 PM (introductions to team/mics/sign video release forms):

- Vera Krekanova Krofcheck, JoAnn Breedlove, Ken Timmings

Innovating @ the Speed of Business

Grantees Featured:

1. Workforce Initiative Association (OH)

Project Name: *Business Resource Network (BRN Expansion)*

Plenary speakers:

JoAnn Breedlove, Business Resource Network, Project Director, Workforce Initiative Association;

Ken Timmings, KTSDI LLC

2. Three Rivers Workforce Investment Board (PA)

Project Name: *New App for Making It in America*

Plenary Speaker: *Vera Krekanova Krofcheck*, Director of Strategy and Research, Three Rivers Workforce Investment Board

Talking Points:

Vera, Pennsylvania is in the middle of an exciting partnership with the business community. How is your workforce investment board adding value for startup businesses in PA?

Thank you - Yes, in fact exciting partnerships are what makes our project possible!

The New App for Making It In America – that's the name of our initiative – is building a system to support manufacturing startups to succeed domestically. And this is something that truly takes a village to achieve. We like to think of our project as multi-sector collaborative that includes



academia, organized labor, the established business community, government, and intermediaries in the non-profit world. Our key partners are the PA AFL-CIO and the Carnegie Mellon University. CMU is one of the largest producer of manufacturing spin offs, they create inventors of the future technologies. AFL-CIO shares our commitment to domestic manufacturing but more importantly they know how to make production processes efficient.

And together we are after a meaningful disruption.

We all know that when startups need to start making large numbers of their products for sale they all too often decide to manufacture overseas. We want to disrupt this pattern by providing a viable and accessible alternative.

To that end we focus on two things: tools and networks

On the tool side – we developed a makership, maker registry and maker bench. Makership is a training across disciplines in digital production – laser cutting, injection molding, 3D printing, CNC. We train in TechShop which is a maker space where investors and makers naturally interact. Our training is driven by specific needs of the startup firms, most of the training is hands on. Maker registry is an online match making system (with a very strong human system supporting it) where skilled makers looking for job can highlight their accomplishments and skills and where startups can source not only talent but also business partners, contractors, etc. And the maker bench is a system to track and activate available talent, a practice that works well in some of the labor unions.

On the network side – we enabled partnerships across the private-public spectrum that help the startup community access talent, capital, contractors, production know-how, etc.

We do more than that but these are the key elements. From the WIB perspective the key innovation is in being able to formulate our value proposition to needs of emerging labor markets. We may not know how many workers the startups will eventually employ but we want to make sure we can develop and deliver the talent the startups need when they need it. And in order to do that we need to do as they do – start with a promising idea and develop it to full commercialization - and be flexible, learn from failures, move fast, be result oriented.

Depending on the follow up questions – I can illustrate through examples how we serve the startups

What are two or three key lessons you'd like to share with the system on “innovating at the speed of business”?

1. Manufacturing startups have a lot of needs, many may be outside of the workforce development scope. They don't have time and/or skills to navigate among all available programs that can help them with their needs. We need to be there for them when they need it and in the form they need. The WIF program enabled us to do this very effectively.

Let me give you an example: last week we had one of our signature events – a startup bootcamp – we brought about 20 manufacturing startups and the “rest of the village” together. We had the chief economist from the Department of Commerce Sue Helper with us, we had labor unions and mature manufactures, and we had state and local intermediaries. We addressed 4 areas – talents needs, production needs, funding needs and scaling needs. Each start up described their challenges in each areas, labor unions and mature companies served as mentors for these issues – giving very specific advices, sharing connection, resources, etc. We all got marching orders – collectively we know what to do to help.



3. In terms of specific workforce development – we are learning that we need to be much more flexible around the notion of training. When we ask the startups what talent they need they say something similar to one of our bootcamp participants – I am looking for someone who can produce my product – some machining, some electronics, some plastics, laser cutting, they should also understand marketing and sales and it would be great if they could develop our social media and help write grant proposals. So how do we train for this? We need to better capitalize on peoples’ prerequisite skills, expose them to many areas and go for breadth of knowledge rather than depth and work much more closely with the startups to ensure a culture fit. Again, having the opportunity to use the WIF to test this hypothesis was critical in developing our makership program.

Who is on Stage:



Eric Seleznow, ETA Acting Assistant Secretary, U.S. Department of Labor



Thomas E. Perez, Secretary, U.S. Department Labor



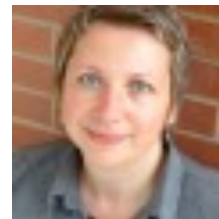
Kate McAdams, Senior Advisor to the Secretary of the U.S. Department of Commerce



JoAnn Breedlove, BRN Project Director of Strategy and Research, Three Rivers Workforce Investment Board



Ken Timmings, KTSDI LLC



Vera Krekanova Krofcheck, Director of Strategy and Research, Three Rivers Workforce Investment Board



Friday, March 28, 9 AM-2 PM, WIF Videos; C-5515 Room C, 5th Floor- Perkins Building

Team to arrive at 8:45 AM - Andrala to sign in (c: 202.486.7563)

- Career Pathways grantees meet Rachel in front of Post Office 15 minutes prior to video start times
- Data-Driven grantees meet Reggie in front of Post Office 15 minutes prior to video start times

WIF Grantee Video Schedule:

Rachel- Career Pathways

Reggie- Data-Driven

Time	Speaker Name	Title	Grantee Name	Session
8:00 - 8:30				
8:30 - 9:00				
9:00 - 9:30				
9:30 - 10:00				
10:30 - 11:00	Dena Al-Khatib	Program Development Specialist	Chicago Cook Workforce Partnership	Data Driven Solutions
11:00 - 11:30	David Tremblay	Administrator, RI Department of Labor and Training	On-Ramps to Career Pathways	Career Pathways
11:30 - 12:00	Lisa Salazar	Acting Chief of Program Operations for the Los Angeles Economic Development Department	Los Angeles Reconnections Career Academy (LARCA)	Career Pathways
12:00 - 12:30	Elizabeth Carver	Program Manager	Utah Department of Workforce Services & Montana Department of Labor & Industry	Data Driven Solutions
12:30 - 1:00	Mark Birnbrich	Project Manager	Ohio Department of Job and Family Services (ODJFS)	Data Driven Solutions
1:00 - 1:30				
1:30 - 2:00				



Guidance from ETA to All Grantees:

- Avoid jargon. Use of many WIA acronyms may make it difficult for folks who may not be very familiar with our public workforce system to follow along.
- Think in terms of bullets. Formulating succinct comments that hit upon key themes might work.
- The Department is interested in the partnerships and the particularly novel ideas about the grantee's project.

Career Pathways:

- Increasing credential attainment to help folks move up a career ladder;
- Partnering and leveraging resources among agency partners;
- Serving the needs of business industry sectors.

For Data Driven Solutions:

- How efficient technologies are helping serve more citizens; impact businesses; improve the customer experience
- How achieving data sharing agreements move the goal of integrated services forward
- The importance of using labor market information to make decisions

Career Pathways Prep Questions:

- What factors or core components were considered when designing your innovation?
- How are you using partnerships to address system alignment?
- How are you using policy to support program implementation and sustainability?
- What advice do you have for a state or program that may be just starting out with the development of career pathways to help them avoid any implementation pitfalls that you may have encountered?



Grantee Information/Talking Points:

1. Chicago Cook Workforce Partnership (IL); 10:30-11:00 AM

Project Name: *Integrated Workforce Information System*

Video speaker: *Dena Al-Khatib*, Program Development Specialist, Chicago Cook Workforce Partnership

Talking Points:

- Introduce yourself and briefly describe the area served by your Workforce Investment Board (30 seconds).
 - My name is Dena Al-Khatib and I am a Program Development Specialist with the Chicago Cook Workforce Partnership
 - The Partnership is a nonprofit formed in July 2012 by City & County leadership to streamline Workforce Investment Act services
 - We administer \$49 million in Workforce Investment Act funding through a network of 49 service providers
 - We also lead innovative workforce initiatives, including our Workforce Innovation funded Integrated Workforce Information System (IWIS)
- Describe the problem solved by your WIF project (30 seconds).
 - Workforce service providers in Cook County blend a variety of public and private funding sources to serve their clients.
 - The problem is that each funding source has its own data system or reporting requirements.
 - Data is siloed, and providers and funders do not have a full picture of the resources it takes to help jobseekers secure employment and achieve self-sufficiency.
 - The existing systems were built primarily to meet federal reporting requirements; not to facilitate case management and workflow, and not to extract the real-time data frontline workers need to do their jobs
 - As a result it is very difficult to make data informed decisions about services and programs.
- Describe your project. Within this description you should address the following questions: (2 minutes)
 - a. *What is the innovation that you are proposing?*
Our solution is to develop a new Integrated Workforce Information System that service providers can use to track all of their clients across funding streams. This new data system will not replace legacy systems. Instead, it will interface with three existing state systems so that state agencies continue to get the information they need for their federal reporting.
 - b. *How did you decide to address this particular innovation?*
 - c. *What were the circumstances/environment/factors that led you to choose this innovation?*



The idea for the Integrated Workforce Information System originated with service providers working together on the Chicago Benchmarking Project. As they developed common outcomes measures, they realized that without a common data system it would be very difficult to track outcomes across programs and funding streams.

d. Describe any successes or challenges you may have had.

As a result, one key element we built into our project was stakeholder engagement. We contracted with Chapin Hall, a research center at the University of Chicago, which spent about 9 months soliciting input from service providers, our state agency partners, private workforce funders, and our staff to understand what they each wanted and needed from a new data system, and what challenges or concerns they had about the project. The information gathered formed the basis of our solicitation for a system developer. But more importantly it created real buy-in among these stakeholders. Now that we are developing the system itself, our challenge is keeping these stakeholders engaged in a meaningful way, while not inundating them with the minute details of the project. Our next challenge is implementing the policy and business process changes that will come with this new technology solution. For example, our current system does not have a jobseeker portal, but the new system will. If a service provider posts a job lead, it will be available not just to their WIA clients, but to anyone that is registered in the system. If someone from the general public gets that job, the service provider doesn't get credit for that placement in their WIA performance measures. We have to think about the policies for how jobs are posted and how clients are informed about those jobs as part of implementing the system.

e. What is the lasting impact your project might have for the workforce system?

f. What are two or three key lessons you'd like to share with the system?

Our innovation involves developing a new technology. But the technology itself won't solve the problem. We have to use and we have to help our partners use the technology effectively in order to achieve data-informed decision-making.

One great thing about the Workforce Innovation Fund is the evaluation component. The Social IMPACT Research Center is conducting an independent evaluation of how we implement the project and of the preliminary impact of the new data system on our partners. We want this to be a guide for other workforce innovators on how to implement this type of data.

g. How do you work with business partners in your project?

N/A

- Conclude: Maybe like a reporter if that works for you (ex: "this has been _____ with the _____ and this was our Workforce Innovation....Thank you for Listening").
This is Dena Al-Khatib with the Chicago Cook Workforce Partnership, and this was our Workforce Innovation.



2. Rhode Island (RI) Department of Labor and Training (RI); 11:00-11:30 AM

Project Name: *On-Ramps to Career Pathways*

Video speaker: *David Tremblay*, Administrator, State Workforce Investment Office, Rhode Island Department of Labor and Training

Talking Points:

On Ramps to Career Pathways is a collaboration across multiple stakeholders in Rhode Island.

Our goals are two-fold:

- At the system level, we are implementing tools and processes to align and unify the workforce system and to strengthen and expand our focus on career pathways, and to create systematic on-ramps to those pathways;
- At the practitioner level, we are testing those changes through a pilot that provides work readiness, work experience, coaching, and other services focused in four of Rhode Island's key industries. The pilot will in turn inform additional systems changes.

A key part of the On Ramps strategy focuses on developing career pathways to better address the needs of workers and employers for Rhode Island's growth industries. We are focused in four industry areas – health care, advanced manufacturing, information technology and hospitality/tourism.

Our work includes creating career maps of each industry that are helping to shift Rhode Islanders' focus from a job to a career; the maps link to detailed occupational profiles and other resources. In addition, we are establishing specific pathways leading to in-demand occupations that clearly identify the steps and pathways to those occupations, and that are also helping us to identify and fill programmatic or funding gaps in those pathways that need to be filled.

Part of our career pathways work includes establishing needed linkages among pathways programs to provide residents with a clear pathway to those in-demand occupations. Recently, On Ramps worked with one of its partners, the Community College of Rhode Island, to establish specific pathways in advanced manufacturing that will begin at the On Ramps level and move through certificate and degree level coursework, and into employment. That kind of collaboration promises to result in many more pathways as we move forward, with each partner bringing the best of its expertise and practice to the table.

Partnership is also a key hallmark of our work. We are working across the Department of Labor and Training, Department of Human Services, Education, as well as with the local workforce boards and the community colleges and with the state's Industry Partners to align our work. Our leadership team meets monthly to discuss how to best align systems and processes across state agencies to serve residents and businesses better. Through the pilot, we are braiding funds from five federal agencies, and are testing a metrics dashboard that will inform a wider statewide metrics dashboard that will eventually enable the state to see in a snapshot how it is performing. Importantly, we are also aligning some of the public and private sector work through our partnerships with Industry Partners and community organizations. And by testing a set of statewide tools – work readiness training, a national work readiness certificate, work experiences, career maps and pathways, and coaching tools – we are working to align the state's approach to on ramps and career pathways.



We are learning a lot as we implement these innovations – about how to work together, about the bumps in the road that need to be navigated across agencies and organizations, and how to create the kind of culture shift that collaboration and a focus on careers requires. Our work is ongoing, with new possibilities and challenges emerging everyday.



3. **City and County of Los Angeles Workforce Investment Boards (CA);**
11:30 AM-12:00 PM

Project Name: *Los Angeles Reconnections Career Academy (LARCA)*

Video speaker: *Lisa Salazar*, Director, Youth Source System, Economic and Workforce Development Department, City of Los Angeles

Talking Points:

- One Out Of Five Report of 2005 - quantified drop out crisis in Los Angeles and set a new policy priority
- Strategic approach developed between the City and LAUSD to address the drop out crisis
- Methodical increase of services to out of school youth through WIA funds - building a system not running a program:
- PY 07/08 - Increased OSY services to 40%
- PY 09/10 - Increased OSY services to 50%
- PY 11/12 - Increased OSY services to 60%
- PY 2012-2013 the City completely re purposed its Youth Workforce Development system as a High School Drop Out Recovery system utilizing 70% of its WIA funds on OSY youth.
- Education first program model for OSY youth - 100% co-location of LAUSD school counselors in every Youth Source Center.
- WIF = created the opportunity to deliver an OSY program on steroids. Not DOL defined OSY youth but rather 100% high school drop outs, no diploma, No GED, No job as the target population tied to career pathways
- WIF = opportunity and resources to implement a robust evaluation system to test the approach set in motion back in 2005.
- Hope the results bear proof that the strategic partnership between workforce and education tied to career pathways is an effective approach to serving OSY youth and possibly influence future legislation.



4. **Utah Department of Workforce Systems and Montana Department of Labor and Industry (UT and MT); 12:00-12:30 PM**

Project Name: *Utah's Next Generation Labor Exchange (GenLEX)*

Video speaker: *Elizabeth Carver*, Grant Manager and Program Manager for the Labor Exchange and Case Management Computer System, Utah Department of Workforce Systems

Talking Points:

None received

5. **Ohio Department of Job and Family Services (ODJFS) (OH); 12:30-1:00 PM**

Project Name: *Electronic Ohio Means Jobs (e-OMJ)*

Video speaker: *Mark Birnbrich*, Project Manager, Ohio Department of Job and Family Services (ODJFS) and Governor's Office of Workforce Transformation

Talking Points:

None received

**CDS² Contact Numbers:**

Name	Phone Number
Linda Stevens	703-862-5493
Sarah Binder	610-613-8914
Reggie Jackson	804-720-2952
Rachel Buchholz	703-434-1884



Appendix C: Advancing System Alignment & Career Pathways Innovations

Direct Email

Below are copies of disseminated emails. Additional emails were provided to the COR for distribution and are included in the accompanying project disc.

Date: 2014-04-30 13:45

From: wifinnovations@cds2.com

Subject: Engage with DOL in Career Pathways Webinar on June 4!

To: Registered Attendees



EYE ON THE WORKFORCE INNOVATION FUND

Innovating for Change

#WORKFORCEINNOVATION

Dear Colleagues,

ETA Deputy Assistant Secretary Eric Seleznow has a special message for you. Watch this short video clip [online](#).

You can answer ETA's call to action by continuing to share your thoughts on #workforceinnovation with us and [registering](#) for the next event in the [Eye on the Workforce Innovation Fund Stakeholder Engagement Series](#).

The *Advancing System Alignment and Career Pathways Innovations* webinar will be held on **Wednesday, June 4, 2014 at 2:00 p.m. ET**. ETA will host and moderate the event, which will feature your colleagues from the [City and County of Los Angeles Workforce Investment Boards](#), [Rhode Island Department of Labor and Training](#), and [Workforce Central \(Washington State\)](#).

If you missed the *Innovating @ the Speed of Business* live panel discussion last month, you can [view it](#) now. You can also post your comments and questions about engaging business/industry and advancing career pathways on the bottom of the [project web page](#).

Your partners in innovation,

The WIF project team

Date: 2014-04-30 14:00 (List 2)

From: wifinnovations@cds2.com

Subject: Engage with DOL in Career Pathways Webinar on June 4!

To: Registered Attendees



EYE ON THE WORKFORCE INNOVATION FUND

Innovating for Change

#WORKFORCEINNOVATION

Dear Colleagues,

Eric Seleznow, Deputy Assistant Secretary of DOL's Employment and Training Administration, has a special message for you. Watch this short video clip [online](#).

You can answer ETA's call to action by continuing to share your thoughts on #workforceinnovation with us and [registering](#) for the next event in the [Eye on the Workforce Innovation Fund Stakeholder Engagement Series](#).

The *Advancing System Alignment and Career Pathways Innovations* webinar will be held on **Wednesday, June 4, 2014 at 2:00 p.m. ET**. ETA will host and moderate the event, which will feature Workforce Innovation Fund (WIF) grantees from the [City and County of Los Angeles Workforce Investment Boards](#), [Rhode Island Department of Labor and Training](#), and [Workforce Central \(Washington State\)](#).

If you missed the *Innovating @ the Speed of Business* live panel discussion last month, you can [view it](#) now. You can also post your comments and questions about engaging business/industry and advancing career pathways on the bottom of the [project web page](#).

Your partners in innovation,

The WIF project team

Date: 2014-06-03 12:00
From: wifinnovations@cds2.com
Subject: Engage Online with the Department of Labor Tomorrow!
To: Registered Attendees



EYE ON THE WORKFORCE INNOVATION FUND

Innovating for Change

#WORKFORCEINNOVATION

Dear Workforce Colleagues,

Thank you for registering for the second event in the U.S. Department of Labor's [Eye on the Workforce Innovation Fund Stakeholder Engagement Series](#). [Advancing System Alignment and Career Pathways Innovations](#) will be held tomorrow, Wednesday, June 4, 2014 from 2 to 3 p.m. EDT. Hosted by ETA Deputy Assistant Secretary Eric Seleznow, this webinar will feature Workforce Innovation Fund (WIF) grantees from [California](#), [Rhode Island](#), and [Washington State](#).

In the meantime, you can gear up for the event by watching brief [preview videos](#) (middle of page) from two of our featured WIF grantees, Lisa Salazar and David Tremblay, as they discuss career pathways strategies and successes emerging from their WIF projects, [Los Angeles Reconnections Career Academy](#) and Rhode Island's [On-Ramps to Career Pathways](#).

Help Us Spread the Word!

If you use Twitter or Facebook, we encourage you to engage with the Department on social media before and during the event. Below are sample posts that you can share with your networks. Don't forget to post your questions on Twitter during the event using the hash tag #workforceinnovation. Our team will monitor your questions on Twitter and answer them from the Department's Twitter account ([@USDOL](#)) during the event. After the event, you can post any follow-up comments or unanswered questions on the series [web page](#), and Department staff will respond.

Sample post: Join @USDOL on 6-4-2014 @ 2 PM ET for a #careerpathways #workforceinnovation webinar <http://bit.ly/1o7H7qf>

Sample post: Join @USDOL & #workforceinnovation colleagues @ 2 PM ET for a webinar on #careerpathways innovations <http://bit.ly/1o7H7qf>

Sample post: Tweet your questions for @USDOL's #careerpathways webinar panelists & ETA leadership using #workforceinnovation! <http://bit.ly/1o7H7qf>

We look forward to engaging with you this week and beyond as we continue to turn the spotlight on promising innovations in workforce development.

Your partners in #workforceinnovation,

The Workforce Innovation Fund Team

Date: 2014-07-01 15:30

From: wifinnovations@cds2.com

Subject: Advancing System Alignment and Career Pathways Archive Available NOW; Register for August Event!

To: Registered Attendees



EYE ON THE WORKFORCE INNOVATION FUND

Innovating for Change

#WORKFORCEINNOVATION

Dear Colleagues,

On behalf of ETA Assistant Secretary Portia Wu, and Deputy Assistant Secretary Eric Seleznow, thank you for your support of the second event in the Department of Labor's [Eye on the Workforce Innovation Fund Stakeholder Engagement Series](#). If you missed *Advancing System Alignment and Career Pathways* on June 4, we invite you to watch the [archived video](#) and share it with your professional network. You also can [view](#) our first event, *Innovating @ the Speed of Business*, on the DOL YouTube channel.

Let's Continue the Conversation

We want to hear continued thoughts and questions on how you are advancing system alignment and career pathways innovations. We have limited time during live events for Q&A, so we encourage you to remain engaged by visiting the event series [web page](#) to:

- View the series of speaker vignettes and check out each featured project's resources.
 - Lisa Salazar and David Tremblay discuss their projects' career pathways strategies and successes in brief, targeted video clips.
 - The presenters featured in our first and second events have shared valuable resources from their projects: Workforce Initiative Association (Ohio), Three Rivers Workforce Investment Board (Pennsylvania), City & County of Los Angeles Workforce Investment Boards, Rhode Island Department of Labor and Training, and WorkForce Central (Washington State).
- Post additional comments or questions for our presenters!

Save the Date – Data-Driven Innovations on August 20, 2014

Also, please save the date for our next exciting event! *Data-Driven Innovations* will be held on **Wednesday, August 20, 2014 at 2:00 p.m. EDT**. More information to come!

Your partners in innovation,

The WIF project team



Grantee Videos

The grantee video's feature City & County of Los Angeles Workforce Investment Board's Lisa Salazar and Rhode Island Department of Labor & Training's David Tremblay. The videos can be found on the Stakeholder's Engagement page at

<http://innovation.workforce3one.org/blog/view/engagement-series> as well as on the accompanying project disc.





Webinar PowerPoint

Welcome to Workforce³ One



Advancing System Alignment and Career Pathways Innovations

Workforce³ One
Find resources for Workforce System Success



U.S. Department of Labor
Employment and Training
Administration



**EYE ON THE
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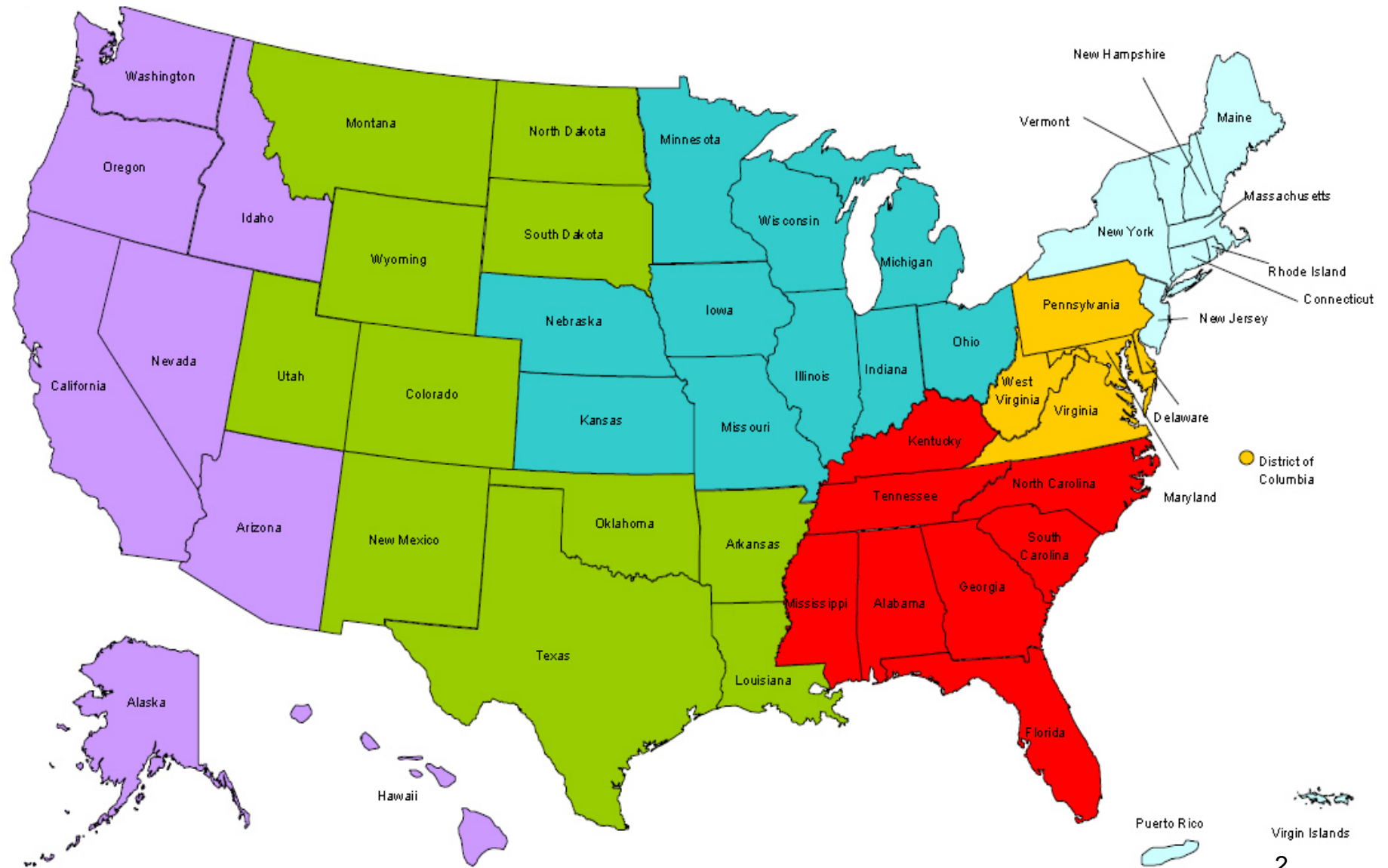
Webinar Date: *June 4, 2014*

Presented by:
Office of Workforce Investment (OWI)

*U.S. Department of Labor
Employment and Training Administration*

Where are you?

Enter your location in the Chat window – lower left of screen



Welcome!



Andrala Walker

Workforce Analyst

U.S. Department of Labor

Employment and Training Administration



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WorkforceOne
Find resources for Workforce System Success

3

About ETA's Workforce Innovation Fund Engagement Series

1. Provide a national forum to discuss the power and promise of innovation
2. Share lessons learned and promising practices from the Workforce Innovation Fund grantees in three key areas:
 - ✓ Innovating at the Speed of Business
 - ✓ Advancing Career Pathways Innovations
 - ✓ Harnessing the Power of Data-Driven Innovations



System Alignment and Career Pathways

- ✓ Help reduce duplication and system inefficiencies among federal, state, and local agencies in ways that help American workers get good jobs and businesses gain a skilled workforce
- ✓ Maximize resources, including the blending and braiding of funding, resulting in streamlined services that help Americans get on a career path quickly
- ✓ Work hand-in-hand with business and industry partners to define skill competencies and certifications that ensure American workers are globally competitive



Today's Agenda

- Framing Remarks from ETA Deputy Assistant Secretary Eric Seleznow
- Introduction of Today's Presenters
- City and County of Los Angeles' WIF Project Overview
- State of Washington's WIF Project Overview
- Rhode Island's WIF Project Overview
- Dialogue with Presenters
- Wrap Up and Closing



Ways to Engage With Us NOW



Questions? You can enter questions directly into the chat room during the webinar.



On Twitter? You can tweet questions to our *@USDOL* account. Don't forget to use our hashtag for this event - *#workforceinnovation*



Opening Remarks



Portia Wu
Assistant Secretary
U.S. Department of Labor
Employment and Training Administration



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Moderator



Eric Seleznow

Deputy Assistant Secretary

U.S. Department of Labor

Employment and Training Administration



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WorkforceOne
Find resources for Workforce System Success

9

Presenters



Presenter: *Robert Sainz*, Assistant General Manager, Economic and Workforce Development Department, City of Los Angeles

Project Name: *Los Angeles Reconnections Career Academy (LARCA)*



Presenter: *David Tremblay*, Administrator, State Workforce Investment Office, Rhode Island Department of Labor and Training

Project Name: *On-Ramps to Career Pathways*



Presenter: *Linda Nguyen*, Chief Executive Officer, WorkForce Central, Washington State

Project Name: *Housing and Employment Navigator Model (Navigator)*



Video

City of Los Angeles' Lisa Salazar



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Advancing System Alignment and Career Pathways

Los Angeles Reconnections Career Academy (LARCA)



Robert Sainz

*Assistant General Manager
Economic and Workforce Development Department
City of Los Angeles*



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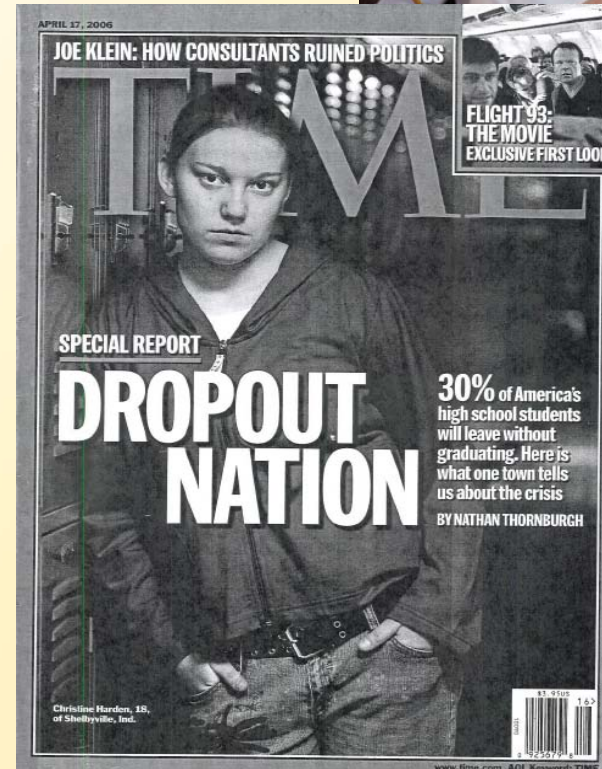
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Dropouts: A National Problem

- **1.2 million students** did not graduate from high school in 2011
- **Lost lifetime earnings** for that class of dropouts alone total **\$154 billion**¹
- 1 in 10 U.S. high schools is a **dropout factory**²
- 1 out of 5 youth in the City of Los Angeles is **out of school and work**
- In LAUSD, the dropout rate of black and Latino youth is **over 25%**

¹Alliance for Excellent Education, *The High Cost of High School Dropouts* (2011)

²Balfanz and Legters (2004)



LA Unified School District (LAUSD) City Partnership

LAUSD Pupil Services, the City of LA Workforce Investment Board, and the Economic and Workforce Development Department (EWDD) partnered to **address the high school dropout crisis.**

- Redesigned WIA Youth System on a **Dropout Recovery Model emphasizing education and workforce development**
 - 16 sites of which 6 are Reconnections Centers funded by the WIF grant
- **Largest partnership** ever between the City of Los Angeles and the LAUSD
 - Established July 1, 2012
 - Joint investment
 - Pupil Service and Attendance Counselor co-located at each center



Los Angeles Reconnections Career Academy

- **100%** high school **dropout recovery** and **career pathway program** for young adults ages 16-24
- Includes a **robust evaluation** component conducted by Social Policy Research Associates (SPRA) which involves a **random assignment** process
- Focus on returning youth back to school or an alternative education program to complete secondary education
- Exposure to Health Care and Construction Career Pathways via paid work experience and occupational training



Role of the WIB in Building a Repurposed System

- Provided **vision** and **direction**
- Established **policy** to focus on out-of-school youth
- Convened Youth Council and RFP committee
- Authorized use of WIA youth funds
- Approved structure for **co-investment** with LA Unified School District, strategic partnerships and RFP results
- **System linkages:** probation, foster care, vocational training
- Provided **advocacy** to Mayor and Council.



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Advancing System Alignment and Career Pathways

Housing and Employment Navigator Model (Navigator)



Linda Nguyen

*Chief Executive Officer
WorkForce Central, Washington State*



Pierce County WA State WIF

- 3.5 years ago, systems alignment idea presented by Building Changes
- Shared vision and commitment gained from top leaders of Pierce County Workforce Investment Board, Housing Operators, and Department of Social and Health Services
- Housing and Employment Navigator model executed with key system partnered staff designated and supported
- Outcomes achieved higher than mainstreamed customers after three years
 - 87% completed training
 - 83% gained employment
 - \$12.00 average wage earned
 - Emergency medical technician, licensed practical nurse, aerospace composite technician, audio visual technician, medical office clerk, bookkeeping, CDL
 - System partnered employees had more time to work with more customers
 - Outcomes gained faster than if mainstreamed — less running around, less stress for common customers, more coordination and leveraging of assets/resources
 - Partnership and model sustained with multiple leadership changes



Pierce County WA State WIF

- WIF = Research Project with random assignment (except homeless veterans - priority of service)
 - Study the model and gather data to prove or disprove the model's efficacy
- Three Workforce Investment Boards involved representing urban, rural and diverse populations
 - 360 customers in treatment group and 360 in control group
 - Outcomes desired: similar to pilot outcomes
 - Employment rates and wages
 - Permanent housing rates
 - Reliance on public assistance sources
 - Access to and use of different programs and services





Advancing System Alignment and Career Pathways

On-Ramps to Career Pathways



David Tremblay

*Administrator, State Workforce Investment Office
Rhode Island Department of Labor and Training*



Rhode Island's Challenges

- One of highest and most persistent unemployment rates in the country
- Challenge for state government to effectively utilize siloed funding to address employment needs, particularly for hard to serve populations, including long-term unemployed
- Additional challenge that the state was not well-organized to create pipelines or pathways to in-demand occupations that do have openings.
- Employers cited the need for work-ready candidates with work experience



Aligning Workforce Funding and Systems

Two primary goals for Rhode Island's WIF

- 1) to implement tools and processes at the system level that align the workforce system and strengthen career pathways and their on-ramps; and
- 2) to test and refine those systems changes through a pilot program of work readiness, career coaching, and employer-based work experiences

Innovation One: Aligning and Pooling Funding

- On Ramps is braiding funding from multiple federal and state funding streams
- Have implemented braided funding of WIA I, WIA II, Wagner Peyser, TANF, Perkins, and state funding in a pilot program that is testing our systems change work.
 - Enables serving multiple populations within same program
 - Mandated partners aligned
 - Laid groundwork for waiver based on new OMB omniscircular
 - Will facilitate funding for career pathways



Establishing Statewide Career Pathways

Innovation Two: Career Pathways

- Career pathways are being developed in four industries with Industry Partner involvement: manufacturing, hospitality/tourism, health care, and information technology
- Created career maps and related coaching tools that will have an interactive web presence for customers, counselors, and employers
- In the process of articulating specific pathways in each industry for in-demand careers, identifying and filling gaps in credentials or programming; identifying supportive services needs
- Establishing foundational credentials for the beginning of career pathways through work readiness certificate and employer-based work experience certificate
- Identifying what infrastructure and supports are needed for a statewide career pathways system



Advancing System Alignment and Career Pathways Presenter Chat



Presenter: *Robert Sainz*, Assistant General Manager, Economic and Workforce Development Department, City of Los Angeles

Project Name: *Los Angeles Reconnections Career Academy (LARCA)*



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Project Name: *Housing and Employment Navigator Model (Navigator)*





Advancing System Alignment and Career Pathways

Can each of you share one success story
from your project?

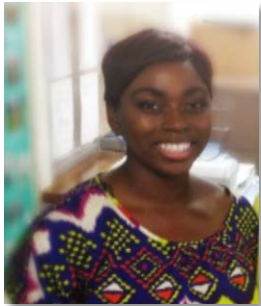


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LA Success Story – Katherine



Katherine was spinning her wheels in 2 dead- end jobs that paid \$8.00 an hour. She couldn't afford rent and was struggling as a single mom to support her daughter. As a result of her schedule, she quit school which left her without the high school diploma she wanted. She came to the Los Angeles Reconnections Career Academy (LARCA) in Watts looking for help.

After an orientation, a vigorous application process, and random selection, she was able to enroll in the program. But life got in the way again. With a 6 year-old at home, it was hard for her to attend school with a traditional 8:00 a.m. -3:00 p.m. schedule. Her next move was to enroll in the Healthcare General Education Degree (GED) Prep Academy at Los Angeles Trade Technical College. In December Katherine passed the GED on her first try! Most recently, in March she began classes at Cal State University Long Beach with the goal of obtaining her Physical Therapy Aide Certification.

Katherine has overcome what seemed insurmountable odds. With the help she found at LARCA she finally feels like she is accomplishing her goal of having a "career" and not just a "Job."



WA Success Story – Jessica



Jessica was homeless with two children, ages 6 and 3. She was living in a tent though occasionally was able to use her TANF funds to get a motel room, allowing her sons to bathe in hot water. Due to her transient living situation, she homeschooled her children and searched for employment with no success.

While searching for a job, a banner for a Homeless resource event caught Jessica's eye. At the event, staff referred her to Linette Davis of WorkForce Central. Within the program, Linette along with partner staff within Department of Social and Health Services and Pierce County Housing Authority assisted Jessica in building a support network to address her needs for medical deferral, housing and training.

With stable housing, a medical exemption and Linette's motivation and mentoring, Jessica was able to focus and obtain her High School diploma and then earned her Associates degree in Medical Office Professional, with 5 certifications! Jessica was recently a panel presenter at U.S. Representative Derek Kilmer's Women's Economic Advancement Event, where she shared her story. Afterwards, Jessica stated "I knew if I had the chance, I could make a better life for myself and family but didn't expect to inspire anyone."

Jessica began her new job as a medical office professional on June 2, 2014 at Medical Billing Incorporated.



RI Success Story – Carlos



Carlos came to the United States alone at the age of 18. Lacking a high school diploma, Carlos got a quick job with a manufacturer with poor working conditions. He left because the high stress level of the job developed into a medical condition, leaving him out of work for several years.

Carlos entered On Ramps and focused on his career plan on transportation and logistics occupations. After finishing the On Ramps training, Carlos was referred to First Student Bus Company for a 200 hour work experience opportunity as a Bus Monitor. At the same time, Carlos studied for and obtained his Commercial Drivers License Class B in order to become a bus driver. First Student hired Carlos at the end of his work experience. He is now getting his GED.

He credits the program for increasing his self-confidence and ability to work well with others.



Questions from Our Audience



Questions?



Look for upcoming Webinars in this series!



August 20, 2014

*Harnessing the Power of
Data-Driven Innovations*

<http://innovation.workforce3one.org/blog/view/engagement-series>



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Speakers' Contact Information

Presenter: *Robert Sainz*, Assistant General Manager, Economic and Workforce Development Department, City of Los Angeles

Email: Robert.Sainz@lacity.org

Phone: (213) 744-9709

Presenter: *David Tremblay*, Administrator, State Workforce Investment Office, Rhode Island Department of Labor and Training

Email: DTremblay@dlt.ri.gov

Phone: (401) 462-8812

Presenter: *Linda Nguyen*, Chief Executive Officer, WorkForce Central, Washington State

Email: LNguyen@workforce-central.org

Phone: (253) 254-7607



Hear More From Our Presenters!

For more information on the *Stakeholder Engagement Series*, please visit: <http://innovation.workforce3one.org/>

For more information on career pathways, please visit <http://learnwork.workforce3one.org/>





Webinar Analysis



Workforce Innovation Fund

Advancing System Alignment and Career Pathways Innovations

June 16, 2014

Data* Analysis of June 4, 2014 Webinar: Advancing System Alignment and Career Pathways Innovations

Overall Listener Analysis	
Registrants (SS#1 Registrants and Attendance)	903
Duplicate registrations (SS#1 Registrants and Attendance)	103
Net Registrations (Non-duplicates) (SS#1 Registrants and Attendance)	800
Day of Webinar Registrations (SS#1 Registrants and Attendance)	49
Attendee Information (SS#2 User Submitted Attendee Information)	157
Questions and Answers Submitted (SS#3 Q & A)	34
Feedback Provided (SS#4 Feedback)	49
Additional Topics Recommended (SS#5 Additional Topics)	21
Quality of Webinar (SS#4 Feedback)	
Excellent	78
Satisfactory	47
Poor	1
Would you recommend to colleague? (SS#4 Feedback)	
Yes	103
No	13

*Data derived from five spread sheets in Maher & Maher Webinar Report 6/9/14

SS#1 Registrants and Attendance
 SS#2 User Submitted Attendee Information
 SS#3 Q & A
 SS#4 Feedback
 SS#5 Additional Topics



Listener Affiliation Registrations and Attendance Statistics*

Area	Registered	Duplicates	Net Registrants	% of 800 Net Registrants	Entered Webinar	Not Entered	% of Registrants Entered
Economic Development	73	15	58	7.25%	31	27	53.45%
Educators	288	32	256	32.00%	104	152	40.63%
Employers & Associations	62	7	55	6.88%	27	28	49.09%
Workforce	444	45	399	49.87%	163	236	40.85%
Unidentified	36	4	32	4.00%	11	21	34.38%
Totals	903	103	800	100.00%	336	464	42.00%

* Data derived and computed from SS#1 Registrants and Attendance



Analysis of 157 User Provided Communities of Interest*

Workforce	Community College/Education	Not for Profit	Corporation	Undefined
72	42	12	15	16

*SS#3 User Submitted Attendee Info

Analysis of 49 Feedback Submissions*

Submission Description	Number of Submissions
Excellent rating	36
Satisfactory rating	13
Unsatisfactory rating	0
Too short	17
More specifics	9
Fewer presenters	2
Technical issues	3
Other	• Too region specific • Need operational funding • Need HR connection • Live video of presenters

*SS#4 Feedback - A submission may contain multiple remarks



Case Study



The Rhode Island Department of Labor and Training: On-Ramps to Career Pathways

Advancing System Alignment & Career Pathways Innovations: A Case Study

Rhode Island faces a pivotal moment in the development of its workforce. Over the past few years, it has had a stubbornly high unemployment rate, shrinking state and federal workforce resources, and a growing skills gap. In spring 2011, Rhode Island reported 10,475 job vacancies, with 35% requiring at least an associate's degree and 38% requiring a high school diploma.¹ With so many jobs in high-demand occupations going unfilled and several state agencies working independently to address the same problem, Rhode Island's government leaders sought to tackle these challenging issues head on.

By redesigning its workforce development systems across five state and local agencies to more effectively and efficiently address the needs of job seekers, workers, and employers, the On-Ramps to Career Pathways project will help close to 600 Rhode Islanders to compete in a global economy. This case study provides a high-level overview of Rhode Island's integrated efforts at a time when all states, programs, and federal agencies need to come together to improve career pathways services, as prescribed in the recently enacted Workforce Innovation and Opportunity Act (WIOA), signed into law on July 22, 2014.

Goals of the Project

On-Ramps to Career Pathways (On-Ramps) has two key goals:

1. To transform Rhode Island's current workforce system by braiding multiple funding streams, developing uniform performance measures, and pursuing policy changes that support successful career pathways implementation.
2. To redesign a portion of the state's American Job Center service delivery system by piloting multiple entry points to career pathways, including implementing a work readiness credential, career coaching, and work experiences for participants.



EYE ON THE WORKFORCE INNOVATION FUND

About this Stakeholder Engagement Series

The Eye on the Workforce Innovation Fund Stakeholder Engagement Series, Innovating for Change, provides a national forum for the public workforce system to discuss the power and promise of innovation. The series gives the U.S. Department of Labor an opportunity to hear from stakeholders about promising practices that can help businesses thrive and Americans get good jobs.

More information may be found at: <http://innovation.workforce3one.org/blog/view/engagement-series>

We invite you to watch the *Advancing System Alignment & Career Pathways Innovations webinar on the Workforce3one* Web site at: <https://www.workforce3one.org/ws/www/Folders/3001416148317244107/webinar.htm>.

“On-Ramps has provided the state with the opportunity to test assumptions and strategies we have been interested in for some time, but have not had the resources to implement. We are learning a tremendous amount about how and when to align pieces of the workforce system to support job seekers and employers.”

— David Tremblay, Administrator, State Workforce Investment Office, Rhode Island Department of Labor and Training

By focusing squarely on these two goals, the project plans to increase cost effectiveness and customer satisfaction while bringing alignment and efficiency to an often fragmented workforce system.

Initially, the Rhode Island Department of Labor and Training identified several problems in its workforce development system that it sought to address. First, there were too many independent programs housed within different agencies; job seekers were unable to identify where to go for assistance and how the many programs available to them might fit together. It was also becoming

increasingly necessary for state agencies to find ways to work smarter due to shrinking resources coupled with a high unemployment rate. Additionally, there was a need for new tools to support the long-term unemployed and low-skilled individuals to become employed and to help them move from a job to a career. Finally, employers articulated that the workforce lacked work experience and was not work-ready. Employers in high-demand occupations had a clear need for employees; however, the paths to employment in these industries were not clear for potential employees, forcing employers to recruit to fill vacancies from outside of the state.

Implementation

On-Ramps aligns statewide funding and systems across multiple stakeholders to help Rhode Island citizens move to careers pathways that lead to high-demand occupations. The project also assesses the gaps in programs or services that might keep citizens from achieving their career goals. It also tests a new set of services through its American Job Centers that support job seekers.

The On-Ramps model builds on asset mapping and coordination efforts already underway and brings key state and local agencies together. On-Ramps coordinates or “braids” almost \$1 million in federal and state funding, including Workforce Investment Act (WIA) Title I, WIA Title II (Adult Education), Temporary Assistance for Needy Families (TANF), Carl E. Perkins, Wagner-Peyser, and state job development funds. The funds are currently braided using a cost allocation methodology. On-Ramps has requested a waiver from the U.S. Department of Labor to fully integrate, or “pool” funding using the authority of the Office of Management and Budget’s (OMB) recent omniscircular rationale.²

On-Ramps has produced a set of career maps in four major industry sectors (health care, hospitality, information technology, and manufacturing). The maps are currently available as PDF documents at



Participants in the On-Ramps class in Providence preparing to earn the National Career Readiness Certificate.

<http://www.gwb.ri.gov/CareerPathOnRamps.htm> and link to the U.S. Department of Labor's (DOL) MyNextMove (<http://www.mynextmove.org/>) software. This connection will enable job seekers to fully understand different career paths, occupations, and requirements. Within the next year, these paths will be available on the web as interactive tools that enable citizens to create and update career plans.

▶ Building Career Pathways for Rhode Island Citizens

Working toward the goal of operating across public and private systems, the project has representatives from multiple state agencies, higher education, and private sector industry partners together as stakeholders to develop a three-prong process to map specific career pathways to in-demand occupations.

1. Employment and training programs related to the four specific industries are catalogued and aligned along the occupational pathways.
2. After that is complete, gaps in training, education, and related services are identified and prioritized for high-demand occupations in the four industries.
3. Finally, these specific pathways will be linked and provide a broader career “road map” of articulated programming that will help job seekers move towards the high-demand occupations.

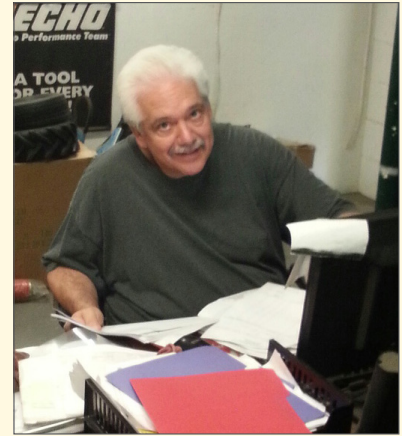
“On-Ramps is helping Rhode Island’s American Job Centers to explore a “middle ground” strategy for some of the state’s most challenged residents - the long-term unemployed and those with lower literacy levels. On-Ramps provides less than a traditional training account voucher, but more than Wagner-Peyser services, and we are testing out whether this modest but intensive level of service brings the outcomes that job seekers and employers need and want.”

— Sarah Griffen, On-Ramps Project Manager



To address barriers for job seekers, an agency-staffed work group is currently identifying the supportive services job seekers need to succeed, such as child care, housing, and transportation. These services will also be referenced on the web in conjunction with the career maps. The project will focus on administrative policy changes to better align the workforce development systems in the five agencies in the third year of the project. A set of tools has also been introduced to help individuals gain entry to career pathways, including offering the National Career Readiness Certificate (NCRC), work readiness training, work experiences with employers, career coaching, and a new statewide work experience certificate created by employers.

At the service delivery level, On-Ramps is testing these tools and changes through implementing a six-week program that includes two weeks of work readiness training and up to 200 hours of work experience at its American Job Centers. Two American Job Centers – West Warwick and Providence/Cranston – are operating a 30-hour work readiness training using curriculum from WIN (Workforce Innovation Network) that is aligned with the NCRC. In addition to class time, participants spend structured time in the resource room researching careers, developing their career plan, and improving their resumes. Upon completion, participants take the NCRC assessments. Some participants then choose to go directly to job searching, others to training, and still others to work experiences arranged by On-Ramps staff in conjunction with the industry partners. Those that complete a work experience are rated on that experience through a web-based tool that is aligned with the NCRC competencies; participants then can earn a work experience certificate demonstrating competencies that has been verified by the employer.



Ed Lonardo, as part of his paid work experience, prepares an order for seeds, parts and lawn care supplies for his employer, Allen Seed.

➔ Why Does This Innovation Matter to the Public Workforce System?

The On-Ramps project is addressing several critical issues that many public workforce system partners face, including:

- **Breaking program silos.** Workforce development funding and programming is often fragmented. As a result, many programs often operate independently of each other in silos, even where they are seeking to assist similarly situated job seekers. The job seeker ultimately benefits from breaking these silos and allowing collaboration across programs and funding sources so agencies can work together more efficiently and effectively.
- **Reducing administrative costs.** States face escalating costs at the same time that resources are spread too thin. The braided funding model can help states deal with rising administrative costs. States can be more agile in responding to both job seeker and business needs, all while still maintaining accountability.
- **Mapping out clear paths.** Creating clear career pathways represents an important step forward for job seekers and businesses alike. Job seekers and workers gain a clear understanding of where they are going and businesses know their workforce needs will be met. Additionally, creating career pathways at the state level helps to organize the entire system for all involved.

- **Plotting a road map for the future.** The On-Ramps work group is crafting a road map for Rhode Island’s future. In its work with high-demand career pathways in Rhode Island, it has created a prototype process for mapping careers, identifying gaps, creating articulation agreements, and related processes that can be used with other pathways in the future.

Building Evidence for Career Pathways Approaches

The evaluation of On-Ramps seeks to examine several areas. Overall, the evaluation will assess how the initiative was implemented, and test whether it resulted in improved participant outcomes by providing a good match between the work preparation of the job seekers and the needs of the businesses. The evaluation includes quantitative and qualitative methods to achieve these research goals. The design also features multiple surveys of businesses and job seekers and extant data analysis. This is primarily structured through a quasi-experimental approach, as well as multiple site visits to conduct key stakeholder interviews and observations, administrative document review, and customer focus groups. The evaluation looks into the formative questions of partner, business, and staff engagement in mutual decision-making, project development and implementation challenges, the technology supporting systems change and identification of project participants. It also delves into the summative questions of systems improvement, participant outcomes, and sustainability.³

Early Successes

On-Ramps has demonstrated early results that show promise. The public and private sectors have successfully collaborated to develop a cost-allocation plan that successfully braids funds to serve the project’s participants. Four career maps are in place, with a plan to augment them with the articulated pathways within a year. The NCRC has launched and the initiative has developed an innovative work experience credential.

An “On-Ramps” Success Story

Delia, “Dee”, came to On-Ramps after being unemployed for more than six months. Being a single mom, with a toddler at home, Delia was desperate to find a program that would help her find employment. Highly motivated, Delia engaged with her career coach and completed her career exploration and planning quickly, settling on health care as her industry of choice with an eventual goal of becoming a Medical Assistant.

Delia completed the Work Readiness Training and received a “Silver Plus” designation and then started a work experience as a Receptionist at North East Behavioral Health Care, gaining a toehold in her desired industry. After completing her 200 hours of work experience, Dee was hired full time by the company and they are as pleased with her as she is with them. She fully credits the On-Ramps program for giving her the opportunity to get in front of an employer with all the skills necessary to succeed at a job. She feels very accomplished after being unemployed for such a long time.

The pilot project has also yielded some promising early outcomes. Since the pilot program began in January 2014, over 150 participants have received work readiness training, 50 received work experience, and 30 gained employment as a result of the project. Since the program has only been fully operating for six months, the results continue to emerge.

Lessons Learned

- **Flexibility is required.** Implementation never looks exactly as you imagine it will at the outset. The constant ability to adapt to partner needs is important to successful project implementation.
- **Celebrate early wins.** Demonstrating early wins erases skepticism that the project could successfully secure and braid funding. Stakeholders will be more willing going forward where they see early positive results.
- **Build a shared vocabulary.** Having consensus that everyone means the same thing when discussing terms eliminates communications barriers.
- **Evaluators are an asset to improvement.** According to the project directors, the process evaluation has been vital in determining what works and what doesn't. Better overall results are achieved when program staff sees the evaluators as cooperative partners who can help make the program better, rather than as a risk to program funding or continuation.

Want To Learn More?

For more information, visit the On-Ramps Web site, <http://www.networkri.org/OnRamps.htm>; or contact David Tremblay, Administrator, State Workforce Investment Office, Rhode Island Department of Labor and Training, at: DTremblay@dlt.ri.gov or Sarah Griffen, On-Ramps Project Manager, at: Sgriffen@mindspring.com.

¹ Rhode Island Department of Labor and Training Labor Market Information, 2011.

² Office of Management and Budget, Office of Federal Procurement Policy, Value Engineering, 78 Fed. Reg. 78339-40 (Dec. 26, 2013)

³ Public Policy Associates, Incorporated and Brandon Roberts + Associates. Revised January 2014. *Evaluation Design Report: On-Ramps to Career Pathways*.



Appendix D: Harnessing the Power of Data-Driven Innovations

Direct Email

Below are copies of disseminated emails. Additional emails were provided to the COR for distribution and are included in the accompanying project disc.

Date: 2014-08-12 12:45

From: wifinnovations@cds2.com

Subject: Watch, Read, and Join – New Releases from the WIF Stakeholder Engagement Series!

To: Registered Attendees



EYE ON THE WORKFORCE INNOVATION FUND

Innovating for Change

#WORKFORCEINNOVATION

Dear Colleagues,

We hope you have been enjoying your summer and we're excited to re-engage with you this month! The [Eye on the Workforce Innovation Fund Stakeholder Engagement Series](#) will release a series of case studies throughout August that turn the spotlight on the exciting workforce innovations being implemented across the country in Ohio, Rhode Island, Montana, and Utah. Our first [case study](#) features Ohio's [Business Resource Network \(BRN\)](#). We invite you to watch the related webinar, read the case study, and [join us](#) for our upcoming webinar on August 20, 2014.

Watch:

Missed the live stream plenary on Innovating @ the Speed of Business? [View it](#) now, and then learn more by reading our first case study.

Read:

"Our goal over the course of the three year-grant cycle is to reach out to more than 750 businesses and deliver services to more than 500 of them," says JoAnn Breedlove, Deputy Director of Ohio's Workforce Initiative Association. As of May 2014, more than 600 businesses have been engaged by the Business Resource Network and services have been delivered to 452 businesses.

Intrigued by these promising results from the BRN? Curious about their strategies to reach and engage hundreds of businesses? [Read more!](#) We would love to hear your comments or questions about Ohio's Business Resource Network Expansion project; please share your thoughts with us on the bottom of the [project web page](#).

Join:

[Join us](#) for our final webinar in this engagement series, *Harnessing the Power of Data-Driven Innovations*, which will be held on **Wednesday, August 20, 2014 at 2:00 p.m. ET**. ETA will host and moderate the event, which will feature Workforce Innovation Fund (WIF) grantees from the [Ohio Department of Job and Family Services](#), [Utah Department of Workforce Services](#) and [Montana Department of Labor and Industry](#), and [Chicago Cook Workforce Partnership](#).

Stay tuned for the release of two additional case studies this month! We look forward to engaging with you on August 20th.

Your partners in innovation,

The WIF project team

Date: 2014-08-18 16:30

From: wifinnovations@cds2.com

Subject: Last Chance to Register – Final Event in the WIF Stakeholder Engagement Series!

To: Registered Attendees



EYE ON THE WORKFORCE INNOVATION FUND

Innovating for Change

#WORKFORCEINNOVATION

Dear Colleagues,

This is a friendly reminder that the Employment and Training Administration's [Eye on the Workforce Innovation Fund Stakeholder Engagement Series](#) will host its final webinar, [Harnessing the Power of Data-Driven Innovations](#), this **Wednesday, August 20, 2014 at 2 p.m. EDT**. ETA will host and moderate the event, which will feature Workforce Innovation Fund (WIF) grantees from the [Ohio Department of Job and Family Services](#), [Utah Department of Workforce Services](#) and [Montana Department of Labor and Industry](#), and [Chicago Cook Workforce Partnership](#). **Register today at <http://bit.ly/VhEhFL>!**

If you're unable to join us on Wednesday, we invite you to read our newly released case studies, featuring workforce innovations being implemented in Ohio and Rhode Island. These visually engaging guides provide excellent strategies, best practices, and lessons learned that can be adapted for use by other workforce-related organizations.

Case Study Series:

Our first [case study](#) features Ohio's [Business Resource Network \(BRN\)](#). "Our goal over the course of the three year-grant cycle is to reach out to more than 750 businesses and deliver services to more than 500 of them," says JoAnn Breedlove, Deputy Director of Ohio's Workforce Initiative Association. As of May 2014, more than 600 businesses have been engaged by the Business Resource Network and services have been delivered to 452 businesses. Intrigued by these promising results from the BRN? Curious about their strategies to reach and engage hundreds of businesses? [Read more!](#)

Our second [case study](#) features Rhode Island's [On-Ramps to Career Pathways](#) project. "A hallmark of the On-Ramps to Career Pathways work has been our partnerships. We are working with a number of state agencies to better align our systems in order to meet the needs of our customers and our employers in Rhode Island," says David Tremblay, Administrator, State Workforce Investment Office, Rhode Island Department of Labor and Training. Want to hear how Rhode Island is leveraging its partnerships to improve employment opportunities for its constituents? [Read more!](#)

We would love to hear your comments or questions about either WIF project; please share your thoughts with us on the bottom of the [Stakeholder Engagement Series Web page](#). Stay tuned for the release of our final case study! We look forward to engaging with you on Wednesday.

Your partners in innovation,

The WIF project team

Date: 2014-09-30 16:06

From: wifinnovations@cds2.com

Subject: Thank You for Engaging in the WIF Stakeholder Engagement Series!

To: All registrants of events 1, 2, and 3



EYE ON THE WORKFORCE INNOVATION FUND

Innovating for Change

#WORKFORCEINNOVATION

Dear Colleagues,

Over the past six months, ETA's [Eye on the Workforce Innovation Fund Stakeholder Engagement Series](#) has brought together Department of Labor leadership and workforce system stakeholders nationwide to discuss strategies, best practices, and early results from several WIF projects. While our series of exciting webinars, video interviews, and illuminating case studies has concluded, we hope you will continue to visit our Web site to utilize these resources, replicate the innovations wherever possible, and share them widely. We have lots of exciting work ahead to realize the promise of the new Workforce Innovation and Opportunity Act (WIOA); it is imperative that our nation's workforce system continues to collaborate and share resources as we work together toward the common goal of improving our economy and opportunity for all.

Our engagement series' final resource, a brand-new case study, was recently added to the site and completes our collection of three visually engaging guides. These studies provide excellent strategies, best practices, and lessons learned that can be adapted for use by other workforce-related organizations.

WIF Stakeholder Engagement Series Comprehensive Case Studies:

Our first [case study](#) features Ohio's [Business Resource Network \(BRN\)](#). "Our goal over the course of the three year-grant cycle is to reach out to more than 750 businesses and deliver services to more than 500 of them," says JoAnn Breedlove, Deputy Director of Ohio's Workforce Initiative Association. As of May 2014, more than 600 businesses have been engaged by the Business Resource Network and services have been delivered to 452 businesses. Intrigued by these promising results from the BRN? Curious about their strategies to reach and engage hundreds of businesses? [Read more!](#)

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Our final [case study](#) features the Next Generation Labor Exchange (GenLEX) project, a joint endeavor by Utah's Department of Workforce Services and Montana's Department of Labor and Industry. "Hearing success stories from job seekers who are now able to support their families because our product helped them find a job makes all the hard work worth it," says Elizabeth Carver, GenLEX and ESS Program Manager, Utah Department of Workforce Services. Interested to learn more about the possibilities for effective service delivery in an era of increasing fiscal constraints? [Read more!](#)

Again, thank you for your participation in and support of this stakeholder engagement program. If you have any questions or feedback on these resources, please contact Robert Kight at kight.robert@dol.gov.

For information on the implementation of the Workforce Innovation and Opportunity Act (WIOA), visit our Resource Page at <http://www.doleta.gov/WIOA/>

DOL, in coordination with the U.S. Departments of Education (ED) and Health and Human Services (HHS), is working diligently to ensure that states, local areas, other grantees, and stakeholders are prepared for implementation of WIOA. The WIOA Resource Page will provide information and resources for States, local areas, non-profits and other grantees, and other stakeholders to assist with implementation of the Act. The page will be updated to reflect newly developed materials, including responses to frequently asked questions.

Your partners in innovation,

The WIF project team



Grantee Videos

The grantee video's feature Chicago Cook Workforce Partnership's Dena Al-Khatib, Ohio Department of Job and Family Service's Mark Birnbrich, and Utah Department of Workforce Services and Montana Department of Labor and Industry's Elizabeth Carver. The videos can be found on the Stakeholder's Engagement page at <http://innovation.workforce3one.org/blog/view/engagement-series> as well as on the accompanying project disc.





Webinar PowerPoint

Welcome to Workforce³ One



Harnessing the Power of Data-Driven Innovations

Workforce³ One
Find resources for Workforce System Success



U.S. Department of Labor
Employment and Training
Administration



**EYE ON THE
WORKFORCE INNOVATION FUND**
Innovating for Change

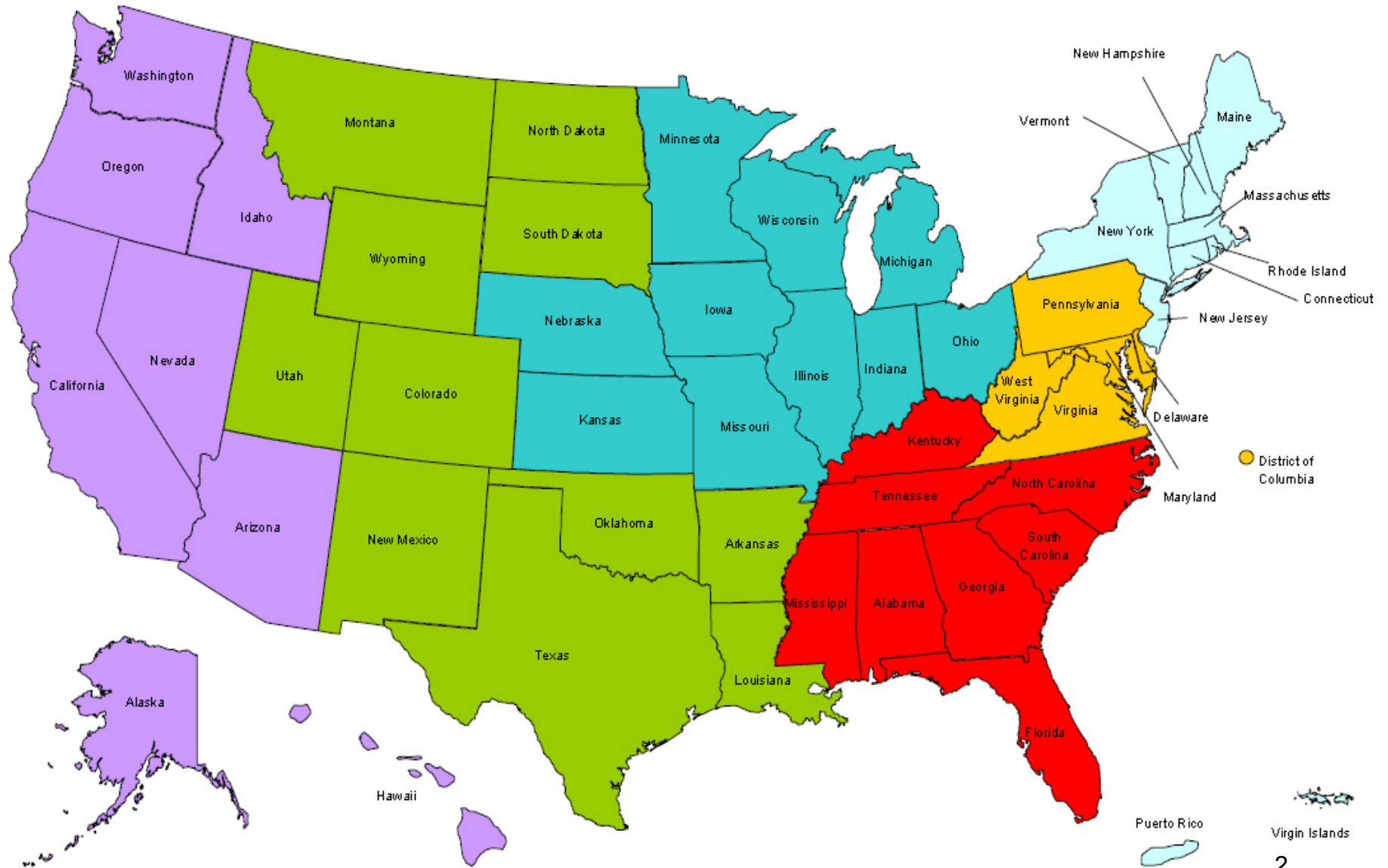
Webinar Date: August 20, 2014

**Presented by:
Office of Workforce Investment (OWI)**

**U.S. Department of Labor
Employment and Training Administration**

Where are you?

Enter your location in the Chat window – lower left of screen



Welcome!



Andrala Walker

Workforce Analyst

U.S. Department of Labor

Employment and Training Administration



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Find resources for Workforce System Success

3

About ETA's Workforce Innovation Fund Engagement Series

1. Provide a national forum to discuss the power and promise of innovation
2. Share lessons learned and promising practices from the Workforce Innovation Fund grantees in three key areas:
 - ✓ Innovating at the Speed of Business
 - ✓ Advancing Career Pathways Innovations
 - ✓ Harnessing the Power of Data-Driven Innovations



Today's Agenda

- Introduction of Today's Moderator and Presenters
- Chicago Cook Workforce Partnership's WIF Project Overview
- Ohio Department of Job and Family Services' WIF Project Overview
- Utah Department of Workforce Services and Montana Department of Labor and Industry's WIF Project Overview
- Dialogue with Presenters
- Wrap Up and Closing



Ways to Engage With Us NOW



Questions? You can enter questions directly into the chat room during the webinar.



On Twitter? You can tweet questions to our *@USDOL* account. Don't forget to use our hashtag for this event - *#workforceinnovation*



Moderator



Robert Kight, Director

*Division of WIA Adult Services and
Workforce System*

Employment and Training Administration



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Harnessing the Power of Data-Driven Innovations

- 47, 680,920 adults in the U.S. need better skills and wages to join the middle class
- 25% of adults have a license, certification or educational certificate, but we have limited data on non-degree credentials.
- Approximately \$42M of federal grant funding supported the development of state data systems in 2013.



WORKFORCE
DATA QUALITY
CAMPAIGN



#WORKFORCEINNOVATION

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Harnessing the Power of Data-Driven Innovations

Good Data Matters!

- To Policymakers
- To Students, Workers, and Job Seekers
- To Business Leaders



#WORKFORCEINNOVATION

Presenters



Presenter: *Dena Al-Khatib, Program Development Specialist, Chicago Cook Workforce Partnership*

Project Name: *Integrated Workforce Information System*



Presenter: *Mark Birnbrich, Project Director, Ohio Department of Job and Family Services (ODJFS) and Governor's Office of Workforce Transformation*

Project Name: *Electronic Ohio Means Jobs (e-OMJ)*



Presenter: *Elizabeth Carver, Grant Manager and Program Manager for the Labor Exchange and Case Management Computer System, Utah Department of Workforce Services*

Project Name: *Utah's Next Generation Labor Exchange (GenLEX)*





Harnessing the Power of Data-Driven Innovations

Integrated Workforce Information System



Dena Al-Khatib

*Program Development Specialist,
Chicago Cook Workforce Partnership*



Integrated Workforce Information System

- New digital information system will improve service to job seekers, employers, and public and private workforce funders:
 - Better connect job seekers to job openings
 - Create efficient tools for workforce service providers to assist their clients
 - Capture information on clients and services across the workforce system
 - Enable informed decisions about program and strategy investment



Cook County Workforce System

130+ Workforce Service Providers

Blended
Funding
Sources

UI

TAA

WIA

TANF

Voc
Rehab

CDBG /
CSBG

Private
Grants

IBIS &
JobLink

IES

WebCM

Various

Siloed Data
Systems

IWDS

EdLink

ECM

Separate
Data
Owners

IDES

DCEO

The
Partnership

IDHS

DFSS

Private
Fundors

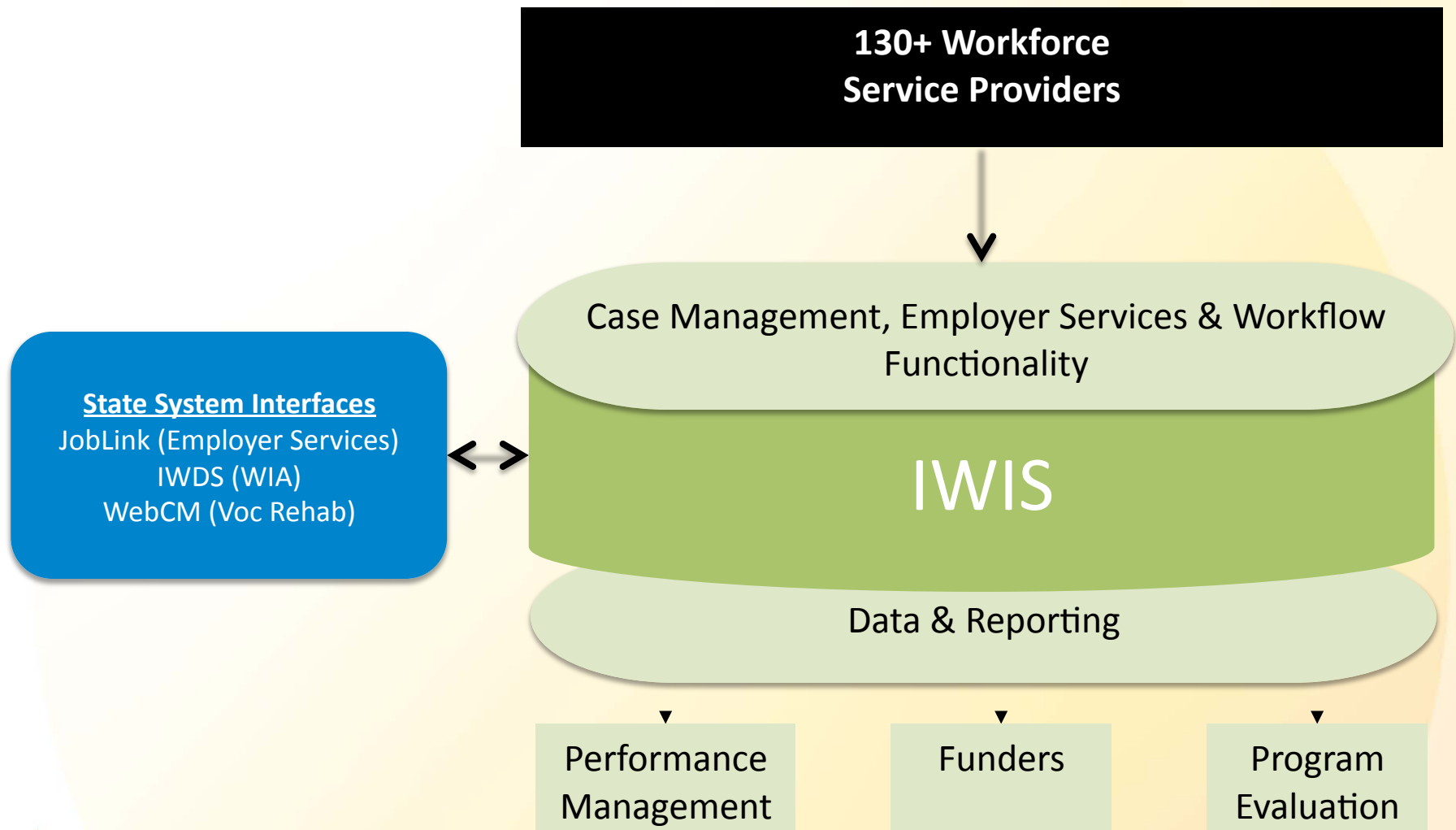


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IWIS Vision



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Harnessing the Power of Data-Driven Innovations

Electronic Ohio Means Jobs (e-OMJ)



Mark Birnbrich

Project Director, Ohio Department of Job and Family Services (ODJFS) and Governor's Office of Workforce Transformation



OhioMeansJobs

- Challenges - why Ohio submitted WIF proposal
 - Reduced Resources
 - Funds (State/Local)
 - Staff
 - Serve more
 - Employers
 - Individuals
 - Increase Quality/Quantity/Standards of Services
 - Communicate/Interface with more Workforce programs



OhioMeansJobs

WIF Solution:

Virtual Self Services

- Easy to find/use icons
- Customized outreach
- Connections with back-end Case Management systems
- Using proven third party products



#WORKFORCEINNOVATION

OhioMeansJobs

- **Current Project Status**

- Random Assignment
-700+ participants to date
- Evaluation operates in 11 of 88 counties (4 onsite; 7 electronic, just got approval to expand mid-July)
- System is deployed Statewide



OhioMeansJobs

- **Lessons Learned:**

- Support from Executive Management
- If you build it, they may come!
 - Partners
 - K-12, Veterans, SNAP, Child Support, TANF, Unemployment Insurance, BWC, etc
- Centralized Services Support
- Outreach strategy
 - Training
 - Communication
- Business Re-Engineering





Harnessing the Power of Data-Driven Innovations

Utah's Next Generation Labor Exchange (GenLEX)



Elizabeth Carver

*Grant Manager and Program Manager for the
Labor Exchange and Case Management Computer System,
Utah Department of Workforce Services*



Utah & Montana Next Generation Labor Exchange

Service Delivery Challenges:

- One stop locations
 - Large geographic areas
 - Limited transportation
 - Limited staff
- Out dated Labor Exchange system
 - Few system updates
 - Lack mobile friendly versions



Utah & Montana Next Generation Labor Exchange

Utah Department of Workforce Services and
Montana Department of Labor and Industry

Next Generation Labor Exchange Project

OBJECTIVES

Assist more people in obtaining and retaining employment through intelligent job matching
Significantly increase the market share of employers and job seekers using online labor exchange services

TIMELINE

YEAR ONE: JOB MATCHING November 2013

- Web Redesign
- Concurrent Labor Exchange Systems
- New Job Matching Methodology
- Simplified Job Seeker Registration
- Simplified Employer Job Posting Requirements
- Online Basic Computer Skills Course
- Online Job Search Toolkit and Resources
- Advanced Resume Building Tool

YEAR TWO: CUSTOMER EXPERIENCE October 2014

- Social Media Connection
- UtahFutures Career Planning Integration
- Enhanced Job Search Criteria
- Integrated Resume Building Tool
- New Employer and Seeker Dashboards

YEAR THREE: JOB SEARCH TOOLS October 2015

- Online Networking
- Predictive Analytics
- Push Technology
- Mobile Applications
- Online Employment Counseling

GOALS

Provide labor exchange services at a lower cost-per-participant

Mitigate mediated services by making self-service labor exchange services more successful

Address the strain on and access issues with physical one-stop centers

Better connect job seekers and students with career pathways and educational opportunities

Introduce new, innovative outcomes to more accurately measure labor exchange services



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Harnessing the Power of Data-Driven Innovations

Presenter Chat



Presenter: *Dena Al-Khatib, Program Development Specialist, Chicago Cook Workforce Partnership*

Project Name: *Integrated Workforce Information System*



Presenter: *Mark Birnbrich, Project Director, Ohio Department of Job and Family Services (ODJFS) and Governor's Office of Workforce Transformation*

Project Name: *Electronic Ohio Means Jobs (e-OMJ)*



Presenter: *Elizabeth Carver, Grant Manager and Program Manager for the Labor Exchange and Case Management Computer System, Utah Department of Workforce Services*

Project Name: *Utah's Next Generation Labor Exchange (GenLEX)*



Please enter your questions in the Chat Room!



Questions?



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Speakers' Contact Information

Presenter: *Dena Al-Khatib*, Program Development Specialist, Chicago Cook Workforce Partnership

Email: dalkhatib@workforceboard.org

Phone: (312) 603-7093

Presenter: *Mark Birnbrich*, Project Director, Ohio Department of Job and Family Services (ODJFS) and Governor's Office of Workforce Transformation

Email: mark.birnbrich@jfs.ohio.gov

Phone: (614) 644-0783

Presenter: *Elizabeth Carver*, Grant Manager and Program Manager for the Labor Exchange and Case Management Computer System, Utah Department of Workforce Services

Email: ecarver@utah.gov

Phone: (801) 514-1017



Thank you!

For more information on the *Stakeholder Engagement Series*, please visit:

<http://innovation.workforce3one.org/>

Find resources for workforce system success at:

www.workforce3one.org





Webinar Q & A



Workforce Innovation Fund

Harnessing the Power of Data-Driven Innovations Webinar Q&A Session: Responses to Additional Questions From Participants to Presenters



WIF Project: *Electronic OhioMeansJobs (e-OMJ)*

Presenter: Mark Birnbrich, Ohio Department of Job and Family Services

Q: At what level does Ohio use WorkKeys if at all?

A: Currently, Ohio law (House Bill 2) requires unemployment compensation claimants to complete all of the practice test sections for NCRC WorkKeys by their 14th week of unemployment. Also, some workforce areas in Ohio are utilizing the NCRC as a skills determiner and promoting this to employers in their area.

Q: What outcomes will be evaluated for the OhioMeansJobs work?

A: The main outcome is certainly job placement, but the workforce services provided by the system are also important. The services provided by the system will be rated and compared with services provided via staff assistance.

Q: How are you utilizing these innovations to create a more data-driven system?

A: The system is driven and has been designed based on Ohio's in-demand data to consistently encourage individuals to consider occupations that are in-demand in Ohio. Much effort and thought went into developing Ohio's specific in-demand data and then embedding that information within the system.

For example: When an individual takes an interest assessment and wishes to view occupations matching the interest results, the system will list matching occupations in order of demand within Ohio (highest in-demand jobs listed first). The in-demand occupations are more likely to qualify for funding to cover training costs and ultimately result in a job here in Ohio.

Q: Will this model help identify and reduce the number of providers offering overlapping services?

A: Reducing overlapping services is a goal of the project. As individuals and partner entities become more comfortable with the system, partners/providers will be more likely to encourage individuals to use the system for certain tasks and then provide follow-up and/or more in-depth services to individuals as needed.

Q: How have these systems impacted the experience and skills needs of current staff?

A: The system is designed not only to assist individuals who are comfortable with technology use services remotely, but it also is designed to assist staff/caseworkers in serving individuals. Staff will likely begin to use the tools available through the system, such as the Career Profile, in serving individuals instead of some other career assessment tool. We have expanded training statewide to local staff to encourage use of the system, even though it is a self-service system.

Q: Did you have to develop data sharing agreements first between the partners?

A: No. Since it is a self-service system, it is the individual's decision to share his or her information with a particular partner. The aggregate data transferred to our back-end case management system already has "security agreements" signed by those partners.

Q: I did not hear anything about using LMI to drive program decision-making. Seems this was exclusively about automating interactions with clients. Did I miss something?

A: The data-driven aspect of our initiative is Ohio's in-demand data. Much effort was spent on determining Ohio's specific data and then embedding that information within the system. (To complete the in-demand list, LMI data was one of the primary tools used, along with four-year trend data from electronic postings and data collected from a forecasting effort.) For example: When an individual takes an assessment and he or she wishes to see the results as they relate to occupations, the system will put in-demand occupations at the top of the list. This way, we are presenting to the individual occupations that have the greatest numbers of job openings and that are more likely to have funding opportunities for training.

Q: Do any of these systems use data to make allocation decisions, such as targeting training to programs and occupations which have the greatest success and effect on common measures?

A: With this being a self-service system, there is no direct connection to back-end financials. However, we do use the in-demand data that is embedded within the system to promote in-demand occupations that are more likely to be funded through an OhioMeansJobs Center. To ensure that most training dollars are spent on in-demand occupation training, a policy was passed requiring 85 percent of WIA training funds to be spent on Ohio's in-demand occupations.

Q: Can you elaborate on the type of data you are dealing with?

A: Everything from basic demographic data to resources to help individuals gain employment. Some of the resources that are part of each individual's backpack are a Career Planning center, a Budget Calculator, a Resume Builder, a Resume Rater, a Jobs Applied For section, a Jobs Researching section, a list of schools that offer training in needed skills, a list of workforce programs that could possibly fund training, scanned workforce-related documents, a Career Profile assessment, a list of assessments taken and scores earned, a list of careers of interest, the number of employers that have viewed the individual's resume, and calendar appointments.

Q: Will any of these newly developed data systems be available to other states?

A: Absolutely. The only thing unavailable would be proprietary information from our third-party vendors.

Q: What does evaluation of the third party products look like?

A: In evaluating third-party products, ODJFS considered the cost, the ease of integration, the ability to be white-labeled and appear seamless within OhioMeansJobs, previous experience with a similar project, and the ability for a single sign-on. We didn't want users to need multiple accounts to use the product.

Q: It looks like Ohio was able to access some back-end data. How did you get various state agencies to agree to share their information? In Chicago it looks like you had access to some of the state system interfaces. Did this give you access to back-end data as well? How did you get the state of Illinois to share the data with you?

A: Anything we are sharing and doing in our back-end case management system has already had security agreements signed by partners/agencies. With OhioMeansJobs being self-service, it is up to individuals to share their data with particular providers/programs.

Q: How did you measure the demand for the change that your project precipitates? Did you use consumer surveys or other ways to communicate with employers and jobseekers?

A: Change was necessary because there was a higher demand for services, both from a quality and quantity standpoint. We mapped out a "day in the life of an individual" and what resources they would need. We started with someone being unsure what they wanted/needed to do to get that first job. Then we developed the system to allow individuals to enter anywhere along that continuum. We continue to consider stakeholder input as we maintain and enhance the system.

Q: How are you all encouraging responses to surveys (especially Mark @ Ohio Means Jobs)? And what are your response rates?

A: Right now, I don't have a great answer for you on this. Our independent evaluator is just starting our first round of surveys, so best to ask me in a few months when I'll have information to share.



WIF Project: *Integrated Workforce Information System*

Presenter: Dena Al-Khatib, Chicago Cook Workforce Partnership

Q: How did the funding for IWIS come about?

A: The Chicago Cook Workforce Partnership's integrated workforce information system (IWIS) project is funded through a US DOL-ETA Workforce Innovation Fund grant.

Q: How does IWIS improve efficiency if it is not replacing any data systems? Will data from IWIS populate multiple databases? Or is it just a system to compile data from multiple sources? As you built the IWIS system, was it done with a view to pulling and integrating data from all of the other systems, which seem to have been designed for a single purpose, i.e. Federal reporting? Will IWIS replace existing case management systems (like ETO) and what do workforce service providers think of that? Will they have to pay for IWIS annual maintenance?

A: The IWIS will improve efficiency by creating a common front-end tool for jobseekers and case managers that interfaces and shares data with several state systems.

Due to time and money constraints, we cannot interface IWIS with every existing data system. The agencies that we contract with for WIA services will be required to use the IWIS for WIA. The IWIS will interface with our state WIA data system so that the State receives all the data they need for federal reporting without agencies doing duplicative data entry. Our WIA agencies will be able to use IWIS for their other clients, as they choose. Non-WIA agencies can also opt into using the system. The initial idea for IWIS came from workforce service providers, and there is a lot of excitement among providers about the system.

The Partnership is working on a financial sustainability plan that will include an assessment of how to cover the on-going costs of IWIS.

Q: How are you utilizing these innovations to create a more data-driven system?

A: The IWIS is still in development, it will have robust reporting capabilities. This will allow funders and service providers to extract better data for performance management and program evaluation.

Q: Will this model help identify and reduce the number of providers offering overlapping services?

A: The IWIS will allow workforce service providers to track clients across funding streams, which is expected to reduce overlapping services.

Q: How have these systems impacted the experience and skills needs of current staff?

A: The roll-out of IWIS will include significant staff training, and The Partnership will offer on-going training to staff users.

Q: Did you have to develop data sharing agreements first between the partners?

A: We needed data share agreements with our Division of Vocational Rehabilitation Services and for wage data prior to beginning work on these interfaces due to the confidential nature of the data being shared.

Q: Do any of these systems use data to make allocation decisions, such as targeting training to programs and occupations which have the greatest success and effect on common measures?

A: The Partnership is already using LMI to drive program decision-making. For example, we have limited ITA usage to 40 occupations in 7 high-demand industries. IWIS will allow us to better track customer job skills and training-related job placements. See our website for more information: <http://www.workforceboard.org/reports/labor-market-data/target-occupation-profiles>.

Q: Can you elaborate on the type of data you are dealing with?

A: IWIS will collect jobseeker-level and employer service data across multiple workforce programs. It will also provide LMI.

Q: How did you measure the demand for the change that your project precipitates? Did you use consumer surveys or other ways to communicate with employers and jobseekers?

A: The Partnership conducted a stakeholder engagement process with workforce staff and public and private workforce funders to determine the requirements for the IWIS. A summary of this stakeholder engagement can be found in the Systems Requirement Plan Executive Summary available on our website: [http://www.workforceboard.org/a/integrated-workforce-information-system-\(iwis\)-initiative/](http://www.workforceboard.org/a/integrated-workforce-information-system-(iwis)-initiative/).



WIF Project: Next Generation Labor Exchange (GenLEX)

Presenter: Elizabeth Carver, Utah Department of Workforce Services

Q: How are you utilizing these innovations to create a more data-driven system?

A: Utah and Montana are using data to provide real time feedback (push technology) to job seekers and employers as they use the labor exchange system. Utah is also linking in a career pathways system that uses labor market information to provide feedback to job seekers.

We are using data to help drive the decisions we make on what we put in our Labor Exchange system.

Q: What methodology is Utah & Montana using for job matching?

A: Utah and Montana are using a matching methodology that we designed based on three key components. We use career interest, work experience, education and physical location. Career interest, work experience and education are weighted differently.

Q: How have these systems impacted the experience and skills needs of current staff?

A: Current staff has had to learn a new online system. We have seen more job seekers and employers using self service options. Staffs in offices are spending more time with those who need more help to navigate our services.

Q: Did you have to develop data sharing agreements first between the partners?

A: Utah did not have to develop very many data sharing agreements because most of the partners are under one state agency. Montana did have to develop a few more data sharing agreements.

Q: Are there specific strategies to target youth and young adults outside of targeting the general adult population?

A: Yes, many of our youth and young adults do business in a different way. They use texting, social media, mobile devices, and etc. So, we are incorporating these options into our system.

Q: I did not hear anything about using LMI to drive program decision-making. Seems this was exclusively about automating interactions with clients. Did I miss something?

A: Utah and Montana have use data to drive decision making for this project. We used LMI, and other internal data to help determine the success of our job matching methodology prior to adding it into our system. We have also used random survey feedback to drive the features we are adding to the labor exchange system.

Q: How does the “Next Generation Labor Exchange Project” addresses the challenge of gathering accurate demographic data of workforce system customers?

A: Utah and Montana have used a variety of data including: LMI, quarterly wage data, random survey data, job seeker work history ONETs, job seeker education history, demographic data, and more.

Q: Will any of these newly developed data systems be available to other states?

A: Yes, any state can have the code for the Utah and Montana next generation labor exchange system for free.

Q: What does evaluation of the third party products look like?

A: Montana and Utah have received a booklet of our baseline data portion of the evaluation and we will receive another booklet shortly after our first year of data collection has been complete.

Q: How did you measure the demand for the change that your project precipitates? Did you use consumer surveys or other ways to communicate with employers and jobseekers?

A: The Utah and Montana project used online random surveys and focus groups conducted by our third party evaluator for both job seekers and employers.

Q: How are you all encouraging responses to surveys (especially Mark @ Ohio Means Jobs)? And what are your response rates?

A: Utah and Montana randomly pop up the surveys for job seekers and employers. We are getting lots of surveys so we haven't had to add a lot of encouragement. We added tracking so we can better determine response rates. We'll have a better idea of the response rate in November 2014.



Webinar Analysis



Workforce Innovation Fund

Harnessing the Power of Data-Driven Innovation

August 29, 2014

Data * Analysis of August 20, 2014 Webinar: Harnessing the Power of Data-Driven Innovation

Overall Listener Analysis	
Registrants (SS#1 Registrants and Attendance)	427
Day of Webinar Registrations (SS#1 Registrants and Attendance)	46
Day of Webinar Registrants not Attending (SS#1 Registrants and Attendance)	9
Attendee Information (SS#2 User Submitted Attendee Information, 38 registrant to registrant personal chat entries not considered)	135
Questions Submitted (SS#3 Q & A)	25
Questions answered during Webinar (Federal News Service Transcript of Webinar)	6
Feedback Provided (SS#4 Feedback, 4 registrant to registrant personal chat entries not considered)	24
Additional Topics Recommended (SS#5 Additional Topics)	8
Quality of Webinar (SS#4 Feedback)	
Excellent	59
Satisfactory	30
Poor	0
Would you recommend to colleague? (SS#4 Feedback)	
Yes	79
No	10

*Data derived from the Federal News Service transcript of the Webinar and five spread sheets in Maher & Maher Webinar Report 9/26/14

SS#1 Registrants and Attendance
 SS#2 User Submitted Attendee Information
 SS#3 Q & A
 SS#4 Feedback and Additional Topics



Listener Affiliation Registrations and Attendance Statistics*

Area	Registered	% of 427 Registrants	Entered Webinar	Not Entered	% of Registrants Entered
Economic Development	19	4.50%	14	5	73.68%
Educators	106	24.82%	62	44	58.49%
Employers & Associations	27	6.32%	18	9	66.67%
Workforce	253	59.25%	153	100	60.47%
Unidentified	22	5.15%	11	11	50.00%
Totals	427	100.00%	258	169	60.42%

* Data derived and computed from SS#1 Registrants and Attendance

Analysis of 135 User Provided Communities of Interest*

Workforce	Community College/Education	Not for Profit	Corporation	Undefined
73	27	10	6	19

*SS#3 User Submitted Attendee Info – 38 registrant to registrant chat entries not included



Analysis of 49 Feedback Submissions*

Submission Description	Number of Submissions
Excellent rating	59
Satisfactory rating	30
Unsatisfactory rating	0
Misleading title	5
How to use data to make workforce decisions	2
Other	- Without grant cannot afford programs presented - Client base is not sophisticated enough to use presented programs

*SS#4 Feedback - A submission may contain multiple remarks - 4 registrant to registrant personal chat entries not included

Analysis of 8 Submissions for Additional Topics*

Suggested Additional Topics	Number of Suggestions
More time for questions	3
Information about new laws	1
How can university placement offices connect with innovations?	1
How data can assist decision making	2
How to overcome funding requirements	1

*SS#4 Additional Topics



Case Study



Utah Department of Workforce Services and Montana Department of Labor and Industry: Next Generation Labor Exchange (GenLEX)

Harnessing the Power of Data-Driven Innovations: A Case Study

▶ Providing Technology-Based Solutions for Job Seekers and Businesses

The Utah Department of Workforce Services and the Montana Department of Labor and Industry have partnered to deliver more effective and efficient job seeker and business services through an innovative technology-based tool, known as GenLEX, or, Next Generation Labor Exchange. GenLEX is a virtual service delivery system accessible from any hand-held device, such as a smart phone or tablet, which enables users to tap into the collective resources of multiple workforce development, labor market, economic development and education partner programs. Creating the ability to offer workforce services in this manner significantly expands access and increases the utility of the public workforce system. According to Elizabeth Carver, the GenLEX program manager at the Utah Department of Workforce Services, “When I read e-mail from employers and job seekers congratulating us on an easy-to-use and helpful product, I feel not only are we doing something right but we also are making difference.” To reinforce Ms. Carver’s comments, Rhonda Huseby, Montana Department of Labor and Industry program analyst, stated, “We are excited about the upcoming changes which focus on enhancing the self-service experience for both seekers and employers.” As of June 2014, nearly 50,000 jobseekers and employers have utilized GenLEX.

▶ Why This Innovation Matters to the Public Workforce System

Together Utah and Montana cover 231,940 square miles but are home to only 3,885,712 residents.¹ These are large geographic areas with relatively low population densities and many miles between service delivery locations (American Job Centers). As a result, many businesses and job seekers have had great difficulty accessing workforce services. After much research and discussion between the two states, it was decided that the proposed solution to these problems would be to devise a new service delivery model that was not reliant on physical locations and would be accessible from almost anywhere.



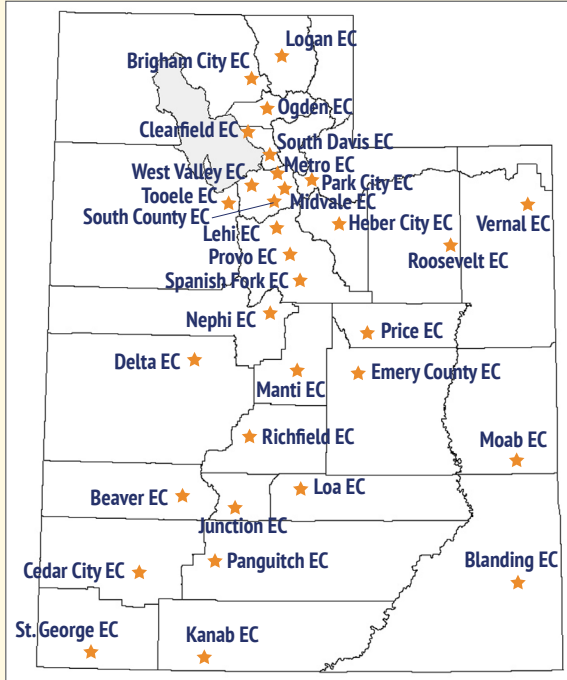
EYE ON THE WORKFORCE INNOVATION FUND

About this Stakeholder Engagement Series

The Eye on the Workforce Innovation Fund Stakeholder Engagement Series, Innovating for Change, provides a national forum for the public workforce system to discuss the power and promise of innovation. The series gives the U.S. Department of Labor an opportunity to hear from stakeholders about promising practices that can help businesses thrive and Americans get good jobs.

More information may be found at: <http://innovation.workforce3one.org/blog/view/engagement-series>

We invite you to watch the *Harnessing the Power of Data-Driven Innovations* webinar on the Workforce3one Web site at: <https://www.workforce3one.org/view/5001410644868182446/info>.



In Utah alone, 33 service delivery locations exist.

In the past, both states rose to the challenge of serving their populations by creating multiple service delivery locations. In Utah alone, 52 service delivery locations were operating. As the result of budget constraints, that number has shrunk to 33.² With customer demand today as high as ever and with the compound problem of limited resources, GenLEX provides an innovative, cost-effective solution that spans the divide of distance for job seekers and employers and creates a bridge for job seekers to a career pathway.

In addition to developing a new labor exchange system, Utah wanted to combine its improved labor exchange with its virtual education system known as Utah Futures. Utah Futures is a comprehensive Web-based education and career information system that helps Utah citizens make informed education and career plans. Utah Futures guides users through career exploration and training opportunities associated with in-demand jobs and current economic realities. It allows users to access labor market information, job openings, college

profiles, interest inventories and specific career and education planning activities and opportunities, and to create a portfolio to house information.

When combined with a system such as Utah Futures, GenLEX provides a comprehensive solution that could be used by any state or local area seeking to streamline and expedite service delivery. Because GenLEX has been designed to operate on smartphones and other hand-held devices over cellular and Wi-Fi networks, GenLEX represents a major innovation for rural areas that have a strong cellular network but may not have ubiquitous broadband connectivity.³ The ability to offer a full range of services in a virtual environment increases accessibility and reduces cost.

Project Background

In the fall of 2010, a strategic planning meeting composed of top level Utah and Montana workforce leadership was convened to discuss the purchase of a new virtual labor exchange product. In February 2011, a core team was organized to discuss connecting activities and self-service tools. Due to the importance of job connecting activities, particularly through the Internet, key players determined that a labor exchange system linked to case management and unemployment insurance provided significant advantages to service delivery, sequence of services, federal reporting, and assisting all customers in obtaining employment.

The 2010 and 2011 activities created a strong partnership between the two states that helped identify the common challenges of delivering enhanced combined services and accessibility. These early meetings laid the foundation for the three-year, \$4,637,238 Workforce Innovation Fund (WIF) grant. The WIF grant, awarded in 2012, provided funding to enable Utah and Montana to enhance and improve their existing network structure and to expand the delivery of services by offering them in a virtual environment.⁴

Building Evidence: Goals and Performance Targets

The GenLEX project has three overall goals:

1. Improve labor exchange services (LES) outcomes for both employers and job seekers by providing online and comprehensive bridges to career pathways and education and training opportunities;
2. Provide labor exchange services at a lower cost-per-participant while more efficiently allocating staff-assisted services; and
3. Improve Common Measure performance and introduce new, innovative outcomes that more accurately measure the impact of labor exchange services.

Projected Projected Performance	
Performance Measure	Performance Increase Target
Increase the number of employers posting online job openings	20%
Increase the number of employers managing their own job orders	20%
Increase the number of newly hired job seekers who received an LES service	20%
Of all job seekers who received an LES service, increase the number hired	25%

In addition, this initiative will benchmark, track, and perform a trend analysis on the total number of jobseeker participants who access Utah Futures education opportunities through GenLEX and the total number of students/users, under the age of 25, who access the online labor exchange.

Research Questions

GenLEX is built upon the notion that applying Web-based technology to deliver services in rural areas can provide greater opportunities to more people at a significantly reduced cost. As former Federal Communications Commissioner Michael Copps noted in “Bringing Broadband to Rural America” the use of wireless technology to provide access to services and information “... can be the great enabler that restores America’s economic well-being and opens doors of opportunity for all Americans to pass through, no matter who they are, where they live, or the particular circumstances of their individual lives.”⁵

For Utah and Montana’s GenLEX project, there are three primary research questions related to the intended outcomes.

- First, can outcomes be improved for both employers and job seekers through enhancements to labor exchange online functionality?
- Second, can the integration of education and training opportunities form comprehensive bridges to career pathways?
- Third, will these enhancements lead to the greater use of the labor exchange by employers and jobseekers and will these improvements lead to higher placement rates for jobseekers?⁶

The evaluator for this project is the University of Utah. The evaluation method that will be used to evaluate this innovation is a random controlled trial (RCT)⁷.

Implementation

A unique facet of this project is its use of “Implementation Science” in the development and rollout of GenLEX. Implementation Science is a phased process methodology that has been proven to increase program performance and sustainability over time.⁸

Implementation Science follows a traditional process, but does so in a way where planning and sustainability are as important as implementation. The components of each phase are highly structured and include: planning (which includes exploring and preparing); implementing; and, sustainability.

This process focuses heavily on staff training and breaks down that process into core training, practice reinforcement, and practice support tools. This methodology asserts that most programs are not effective without ongoing intensive technical assistance and that many programs that have been judged as ineffective are likely the result of poor implementation rather than poor design.

GenLEX is broken into three one-year segments, each benchmarked by the release or delivery of a core component. These components are 1) Job matching, 2) Interactive Customer Experience, and 3) Advanced Job Search Tools. In year one of GenLEX, Utah and Montana began the Web design process for their new virtual service delivery system. The main goal for this year was to create a new methodology for job matching. Since the evaluation method chosen for this WIF project is a random controlled trial or random assignment, the team also needed to develop an intake process in which randomization and concurrent participant enrollment in the new and existing systems could occur.

Additional goals for this year included development of a pared down registration process, a new employer Web portal, a new resume module, an online evaluation, and a new basic computer skills course.

Year two was focused on the development of elements to create an interactive customer experience. Elements included the integration of social media, Utah Futures, a new resume writer tool, flexible job search criteria, and dashboards for job seekers and employers. Year three of GenLEX, will center on the development and implementation of various advanced job search tools and analytic devices such as: online networking, predictive analytics through data mining, push technology, mobile applications, and online employment counseling.

“Hearing success stories from job seekers who are now able to support their families because our product helped them find a job makes all the hard work worth it.”

- Elizabeth Carver, GenLEX and ESS Program Manager, Utah Department of Workforce Services

Phases of the Implementation Science Process: *Staff Training*

Core

HomeWorks
UFACET Certification
Trauma Training

Practice Reinforcement

Case Transfer
Learning Snacks
Coaching
Brown Bags
Shared Success Stories

Practice Support Tools

Coaching Guides
Email Tips
Resource Manual
Region Training
Pre & Post Evaluations
Curriculum/PowerPoints

According to Elizabeth Carver, the GenLEX program manager, the project has completed all of its year one objectives and is almost finished with its year two objectives. The Utah Department of Workforce Services projects that all goals and product deliverables for the entire project will be completed on time.

The development team of GenLEX has benefited from the continued participation and support of its partners including the State of Montana, Utah Departments of Education and Technology, the Utah System of Higher Education, local Chambers of Commerce, Community Action Partnership of Utah, and other local community-based and advocacy organizations.

Results

The measure of success for any project can be reduced to the numerical performance measures attached to the project and the feedback of customers using the project's deliverables. As indicated in their Workforce Innovation Fund application, the Utah Department of Workforce Services wanted to increase their market share of job seekers receiving online services by twenty percent. According to their March 2014 report, their market share had increased to 25.54%, exceeding the goal. In addition, the Utah Department of Workforce Services stated that it has a very large evaluation cohort totaling over 100,000 participants with more than 50,000 participants in the control group and more than 50,000 participants in the treatment group. In addition to raw numbers, the Utah Department of Workforce Services has collected very positive feedback from both jobseeker and business customers.

"I wanted to drop you a note commenting on the new jobs posting feature on the website. I have to simply say, WOW!!! It is so user friendly and has such an attractive interface!! The matching feature is very convenient as well. The team that did the research on this and the team that put it together deserve huge kudos!!!"

- Chris Healy, Blue Bunny Ice Cream

"[I]...really like your website and have been very pleased with getting a lot of process operators hired through it...[We] received a lot of great applicants and will continue to use your website."

- Ann Schimschal, Salt Lake City Lab Support

"Thank you for helping [me] back into the paying work world."

- LuAnn Mathews, jobseeker

Lessons Learned

Among the most significant challenges in implementing a technology-based solution are developing the final end product and ensuring that medium through which the end product will be delivered is stable, reliable, and readily available to the greatest number of potential users.

When the development team of GenLEX decided to create a world-class 21st century product, they took into consideration that the broadband coverage in these two states was fair but not outstanding. While this level of connectivity was adequate for use in brick and mortar service delivery locations, it was not strong enough to support the large numbers the team was hoping to address. As a result, developing "only" a traditional Web based system was not desirable.

During the development phase of GenLEX, it was discovered that while the broadband coverage in Utah and Montana is spotty, the cellular network coverage is very good. As a result, the key decision was made to develop GenLEX as Web and application-based product that would be accessible on any smartphone or portable handheld device.

➤ Developing an Outreach Strategy for GenLEX

Engaging the national public workforce system regarding a new innovation can be challenging due to limited resources and the funding restrictions on marketing. As a result, the GenLEX team decided to create YouTube videos as an innovative, cost-effective outreach approach to inform staff and partners of the GenLEX project's successes as well as to market the new system to the public. According to Elizabeth Carver, the production of the videos is scheduled to be completed by October 2014. To view a video or observe this developing Workforce Innovation project please visit: <http://jobs.utah.gov>, <http://innovation.workforce3one.org> or <http://www.youtube.com/watch?v=S8BEWxVzBtM&feature=youtu.be>.



Meeting of Utah and Montana staff members.

➤ Conclusion

In a time of increased need and limited resources, effectively serving a diverse and expanding customer base can be challenging. This challenge can be even more daunting in large rural areas. GenLEX offers a potential solution to these issues through the use of 21st century technology, detailed planning, and carefully conceived implementation.

Delivering traditional workforce services such as career counseling, case management, and business services using an online platform is not new. However, the GenLEX project takes online services for jobseekers and businesses to a new level by making them truly virtual, without the constraint of hardwired connections or labs, and available literally anytime, anywhere. This approach may result in more Americans accessing services, becoming employed, staying employed, and entering the middle class.

➤ Contact

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Other Key Resources

To view additional Utah and Montana resources, please visit:

<http://jobs.utah.gov>

<http://dli.mt.gov>

<http://www.utahfutures.org>

<http://www.youtube.com/watch?v=S8BEWxVzBtM&feature=youtu.be>

¹ American Fact Finder, Bureau of Labor Statistics. Accessed June 2014. <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>

² “Utah’s GenLEX Workforce Innovation Fund Grant Application SGA/DFA PY-11-05”. Accessed June 2014. <http://webapps.dol.gov/DOLGrantData/GrantInformation.aspx?appid=13896>

³ Carver, Elizabeth. Interview, June 2014.

⁴ DWS Next Generation Labor Exchange Executive Summary, January 2013.

⁵ Copps, Michael J., “Bringing Broadband to Rural America.” Accessed June 2014. <http://wireless.fcc.gov/outreach/index.htm?job=wireless>

⁶ “Utah’s GenLEX Workforce Innovation Fund Grant Application SGA/DFA PY-11-05.”

⁷ Carver, Elizabeth. Interview, June 2014.

⁸ Fixsen, Blasé, Timbers, and Wolf. “CCJJ Program Evaluation and Improvement Process,” University of Utah, 2001.