



**GOVERNOR'S COUNCIL FOR WORKFORCE  
AND ECONOMIC DEVELOPMENT**

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*Building Blocks for an Employer – Responsive Workforce System  
2011*



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# INTRODUCTION

On behalf of the Governor's Council for Workforce and Economic Development, the Oklahoma Department of Commerce's Workforce Solutions Division commissioned a study to determine the workforce development services most valued by employers in Oklahoma, as well as recommendations from employers on how such services could best be delivered to them. The insights and recommendations from this study will be combined with other current research projects on customers' needs and presented to the Council for review and inclusion in the draft plan of action to be presented to the Governor.

Thomas P. Miller and Associates was selected to conduct the employer research. The research design included the following components:

- Employer input sessions at multiple sites across Oklahoma: Enid, Lawton, McAlester, Muskogee, Tulsa, and Oklahoma City (2);
- Guided conversations at each site to ascertain employers' needs, current successful practices, and expectations from government services related to recruitment,

retention, and development of their employees;

- A written exercise in each session to quantify employers' desired services from an array of possible options; and
- An analysis of the input with a presentation of options for action by the Council.

The framework for each session focused on the "Talent RACE" being faced by each employer, with RACE an acronym for:

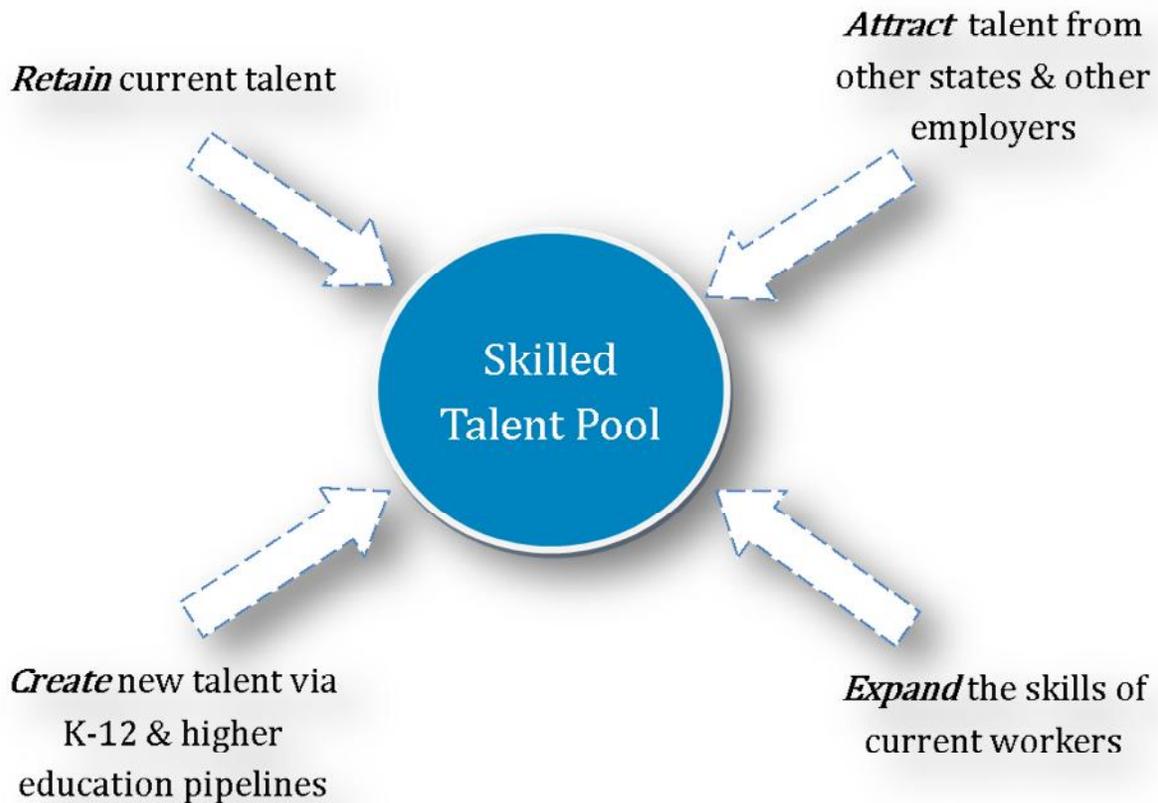
- **R**etaining current talent.
- **A**tracting new employees from other states or other employers.
- **C**reating talent in Oklahoma via K-12 and higher education channels.
- **E**xpanding the skills of the employers current employees.

The report that follows captures the results of the input sessions and utilizes that raw material to form the building blocks for a workforce development system that is highly responsive to Oklahoma's employers. These blocks can be used to build the new framework on the solid foundation that has been laid by prior actions of the Council.

# LISTENING TO OKLAHOMA'S EMPLOYERS



Each employer session systematically explored employers' opinions and perceptions related the "Talent RACE" pipelines that serve to keep the talent pool filled for meeting employers' current and expected needs.



The following are key themes that emerged across the sessions. These themes were then synthesized to form the building blocks that are presented in the next section.

# LISTENING TO OKLAHOMA'S EMPLOYERS



## **ATTRACT:**

### *What do we need to attract the skills we require for growth?*

- Majority of employers use a combination of methods for recruitment (ex. newspaper, online, word-of-mouth, college/university career services, social media, etc.).
- Recruiting out-of-state for specialized positions in health care, engineering, and finance.
- Resources provided by Chambers of Commerce and the Department of Commerce's Boomerang program have helped attract former Oklahoma residents as well as new residents.
- Employers are reducing investment in online recruitment sites (ex. Monster, CareerBuilder) and print advertising in newspapers; increasingly, free social media tools are being used to recruit for talent (ex. LinkedIn, Twitter, Facebook).
- Many contracting with staffing and temp agencies to receive qualified candidates.
- Lack of familiarity with JobLink – majority were not aware of the website and those who posted only received a few responses from qualified candidates.
- Some employers had worked with a representative from Workforce Oklahoma – challenge with quality of candidates received and many noted lack of motivation/interest in actually getting a job.



# LISTENING TO OKLAHOMA'S EMPLOYERS



## **CREATE:**

***What do our schools need to do to ensure a flow of talent that matches our skill requirements?***

- Employers maintain good relationships with Career Techs for training and identifying talent.
- Employers of all sizes have internship programs – excellent for developing future talent.
- Employers are collaborating more with school districts across the state to inform students about careers particularly in STEM-related industries (ex. energy, engineering).
- Incorporating employer needs into curriculum is still a challenge – many employers feel K-12 systems are promoting 4-year college/ university first and not providing as much information/insights on in-demand high-wage jobs that require a certificate or two-year degree.
- Customer service and general soft skills lacking in many job candidates – need to promote the importance of developing these skills to students.
- Degrees vs. certificates – some employers valued candidates with diverse skill set obtained by going through a 4-year degree program; others felt right certificate/ credential more important and provides better employee.



## **RETAIN/ EXPAND:**

***What works best for helping us retain and expand the skills of our current employees?***

- Employers emphasize structured evaluation processes to determine organization fit of employees, checking in on a month-to-month basis initially and then quarterly.
- Incorporate cross-training to expose employees to multiple areas of a business (ex. different equipment on production line, departments within a company).

# LISTENING TO OKLAHOMA'S EMPLOYERS



- Using mentoring programs for employees to help with integration into the company
- Provide incentives to retain employees in high-skilled, specialized positions in health care and information technology.
- Offer good benefits to keep employees around (ex. 401k match, alternative work schedules, education reimbursements, etc.). Larger employers have defined career paths/ladders; some but not all small/ medium-sized employers have something comparable in place.
- Many employers provide tuition reimbursement; however, employee participation is low for a variety of reasons (ex. time commitment, family obligations, lack of ambition for additional training).
- Larger employers have well-developed internal training programs – small and medium-sized employers have more trouble with professional development due to multiple functions required of staff.
- Online learning has mixed results – some indicated programs are not well utilized and not well received particularly by older populations who value face-to-face interaction; other indicated convenience of taking training program without classroom and more cost-effective way to complete internal training for employees.
- Certification programs available where individuals can receive a portable credential – interest is not high unless certification/credential required for employment.
- Career techs are a resource for providing additional skills to existing employees.
- Interest in incentive and training dollars from federal sources (ex. on-the-job training) but knowledge, on-going assistance from Workforce Oklahoma staff varies and leaves many employers discouraged from participating in programs viewed as heavily bureaucratic.



# OUR #1 PRIORITY: WHAT EMPLOYERS SAID



Employers were asked to identify their number one priority for government attention related to their needs. Responses are shown below.

- Single contact for workforce programs – employers want to understand what is available and how they can access resources. A menu of options to employers paired with business representatives that understand and can sell the value and advantages of programs would be beneficial. Eliminating multiple points of contact encourages participation of employers looking for less bureaucracy and streamlined services.
- Provide outreach to all types of employers – small and mid-sized business owners don't get same treatment as the larger employers.
- Transparency and communication of integrated services – clarify WIA programs and increase knowledge of them.
- Training for veterans to translate skills from military to civilian community.
- Increase training/education capacity for health care professionals in Oklahoma.
- Share company best practices for workforce development – provide materials or host presentations highlighting one company's example that can be used as a resources particularly for small and mid-sized businesses; an HR Toolkit – sharing best practice materials through an online clearinghouse is an option for consideration.
- Adapt a social networking strategy to enhance current marketing and assistance to employers and jobseekers
- Address problems with abuse of unemployment insurance by individuals – if system is cleaned up, employers will have more respect for it and view it as a credible resource.
- Recruit and retain talent for Oklahoma – continue to market employers to raise profile of state to promote economic growth.
- Promote successes of the workforce system to employers and general public – there is a lack of knowledge about where programs are working and impact services are making.
- Emphasize importance of both technical skills and soft skills to students.
- Provide skills gaps assessment for employers in industries and develop training programs to meet common needs building upon the aerospace industry model.
- Change mindset of workforce system as focused only on low-end jobs – incorporate services that cater to a wide range of employers and jobseekers.

# QUANTIFYING EMPLOYERS' PRIORITIES



Employers were given a scoring sheet for expressing their individual preferences for spending a hypothetical grant to their companies for the expressed purpose of improving the talent pool. Top priorities are as follows.

## \$1 Million Question - Top Ten Allocations by Frequency



## \$1 Million Question - Top Ten Allocations by Amount



# BUILDING BLOCKS FOR AN EMPLOYER-RESPONSIVE WORKFORCE DEVELOPMENT SYSTEM



## ***BLOCK #1: SKILL CERTIFICATIONS ARE KEY TO EMPLOYABILITY***

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### **RATIONALE FROM EMPLOYER SESSIONS**

- Specific certifications valued higher than college degree “generalists.”
- Industries must be organized around certificates – they must have currency with employers, so employer endorsement and validation is essential.
- “Stackable Certificates” must be tied to “stackable wage increases” within companies or geographies.
- Barriers to turning industry certifications into college credits need to be addressed.



### **SUPPORT FROM EMPLOYER SURVEY**

- Skills certifications highest among the five Building Block options (Q22).
- Much of the hiring planned for next year will be in specialized areas requiring certifications – health care, IT, manufacturing/ logistics specialties (Q5).
- Beyond basic work ethic, biggest barrier for job seekers is lack of certifiable technical skills (Q9).
- Enhanced measurement of skills required by a job is high priority for creating more precise matching of certifiable skills (Q17).



### **OKLAHOMA’S FOUNDATION**

- Council convened and managed partnerships bringing industry associations and educators together.
- Council led initiative to create Career Readiness Certificates – now have 40,000 individuals tested and 100+ employers with jobs profiled.
- Council created Career Readiness Certificate standard for inclusion in Work Ready Communities initiative.

# BUILDING BLOCKS FOR AN EMPLOYER-RESPONSIVE WORKFORCE DEVELOPMENT SYSTEM



## **COUNCIL OPTIONS FOR ACCELERATING PROGRESS**

- Focus limited training funds from WIA, TAA, and other federal sources on skill certifications.
- Create an Eligible Certification Provider list to supplement or replace Eligible Training Provider list.
- Expand the base of Career Readiness Certificates to more individual assessments and more employer job profiles; promote the “soft skills” certification that is valued by employers.

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## **NOTABLE PRACTICES:**

### ***Conexus Indiana Advanced Manufacturing and Logistics Skills Map***

To ensure that Hoosier students have access to the right advanced manufacturing and logistics educational pathways, Conexus Indiana assembled a group of 35 human resource and operation executives to determine the skills required for a successful middle-level logistics employee and for a skilled advanced manufacturing production worker. Participating companies represented a full spectrum of products and services from automotive to life sciences. This task force first identified the highest demand positions, and then determined the knowledge required of successful employees in those areas. Learners who follow the skills map begin with general industry information then specialize in either advanced manufacturing or logistics at level three, receiving a certification upon completing level four and an associate degree when completing level six. Conexus Indiana is calibrating the identified skills with current high school and post-secondary courses and working with educational partners to create new or revised programs to meet industry needs (see Appendix –Advanced Manufacturing and Logistics Skills Map).

Source: <http://www.conexusindiana.com/>

### ***Skills Certification: Basics of Tire Manufacturing Class***

In partnership with Wilson Community College, Bridgestone Americas Tire Operations, Inc. developed the four-week, 32-hour Basics of Tire Manufacturing class. In addition to teaching the basics of tire-making, the program focuses on problem-solving, team-building, math, safety techniques and basic computer skills. Upon successful completion of the class, individuals are eligible to apply for a position with Bridgestone. The class provides Bridgestone with a constant pipeline of qualified talent which is critical given that nearly a quarter of its employees are expected to retire over the next few years. Leveraging Wilson Community College, Bridgestone has developed a lasting partnership to build a qualified workforce. The model has been replicated for pharmaceutical manufacturing positions with Wilson Community College working with Merck Manufacturing, Leiner Health Products, Sandoz, and Purdue Pharmaceuticals to develop an “Introduction to Pharmaceutical Manufacturing” class for potential applicants to complete.

Source: <http://www.wilsoncc.edu/coned/TireManf.cfm>

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# BUILDING BLOCKS FOR AN EMPLOYER-RESPONSIVE WORKFORCE DEVELOPMENT SYSTEM



## ***BLOCK #2: CLEAR MESSAGE TO EMPLOYERS ON SERVICES MENU***

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### **RATIONALE FROM EMPLOYER SESSIONS**

- Employers have difficulty describing products and services available under “workforce development services.”
- Employers have high awareness of higher education sites in their regions but are unclear about connections between these sites and the “unemployment offices.”
- Employers have high trust level for their industry associations and chamber of commerce for advice and referrals.
- Employers cite lack of full-spectrum information from business representatives of the workforce system, and a lack of follow-up from representatives.
- Employers are increasingly using staffing/ temporary services for initial hiring and probationary periods, as services are clear and business arrangement simple.



### **SUPPORT FROM EMPLOYER SURVEY**

- Workforce services are needed by employers – “Finding quality applicants to hire” is rated second only to “General operations efficiency” as highest priority in current environment (Q4).
- Employers cited “Clear menu of available services” as higher priority than creating new programs, streamlining administration, or redirecting funds to employer tax credits (Q10).
- 64 percent of employers rate their understanding of the services offered by the system as “Fair, Poor, or Don’t know” (Q13).
- 56 percent of employers report that contact from a representative of the workforce development system occurs “Never” of “Seldom” (Q15).

# BUILDING BLOCKS FOR AN EMPLOYER-RESPONSIVE WORKFORCE DEVELOPMENT SYSTEM



## **OKLAHOMA'S FOUNDATION**

- Council laid a base of research studies, reports, and issues for the employer community.
- Council established credibility in translating sector analyses into workforce pipelines for Healthcare, Aerospace, Manufacturing – these may be seen as “one-off solutions” but not the system itself.
- Council promoted increased employer awareness via Work Ready Communities model.
- Council provided navigational assistance to workers and students via [www.okcareerplanner.com](http://www.okcareerplanner.com) – can be base for use with employers in advancement strategies for their employees.

## **COUNCIL OPTIONS FOR ACCELERATING PROGRESS**

- Require stronger multi-agency structures for local Business Services Teams to coordinate services to meet employer needs.
- Create a standardized format for Business Services Team outreach and presentation of solutions.
- Create an employer-based navigational tool for worker development (e.g. [OKEmployeeDevelopment.com](http://OKEmployeeDevelopment.com)).

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## **NOTABLE PRACTICES:**

### ***The Business Resource Network***

The Business Resource Network (BRN) was developed to help businesses survive and grow by helping them identify and access a host of critical business services with as little red tape as possible in Trumbull, Mahoning and Columbiana Counties in Ohio, and Mercer and Lawrence Counties in Pennsylvania. A collaboration of chambers of commerce, workforce and economic development organizations, universities and career & technical centers, and state and local government agencies, the BRN conducts extensive interviews with strategically identified businesses. After learning a business's challenges and goals, BRN Partners present that business with a package of possible incentives, technical assistance, training and other programs designed specifically to help that business survive and grow. This all happens through a single primary point of contact – the Account Executive – to assure tight coordination of services and minimal bureaucracy. There is no charge for the interview and comprehensive proposal and many services are available at no cost. Once the business leader chooses the programs and services to pursue, the BRN Account Executive continues to work with the business leader and participating BRN Partners over time to deliver quality services and identify new ways to assist the business.

**Source:** <http://www.thebrn.net/>

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# BUILDING BLOCKS FOR AN EMPLOYER-RESPONSIVE WORKFORCE DEVELOPMENT SYSTEM



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## **NOTABLE PRACTICES:**

### ***Employers First Regional Workforce Consortium***

The Employers First Regional Workforce Consortium is a collaboration of the Indiana Region 9 Workforce Board, Northern Kentucky Workforce Investment Board, Southwest Ohio Region Workforce Investment Board, Workforce One Investment Board of Southwest Ohio and the Northern Kentucky Chamber of Commerce. Employers First began to meet in 2001, focusing on company expansions, closures, and other issues affecting Greater Cincinnati's workforce climate. Regional colleagues built relationships outside traditional meeting settings. Employers host the group and share information regarding workforce challenges. Consortium members offer details of the services and assistance available, and also collaborate and share resources to provide the level of service needed to meet the employer's demands. After partnering for nearly eight years, the Consortium applied for and was awarded a Regional Innovation Grant (RIG) to develop a formalized regional workforce collaborative in the tri-state region.

**Source:** [www.employersfirst.org](http://www.employersfirst.org)

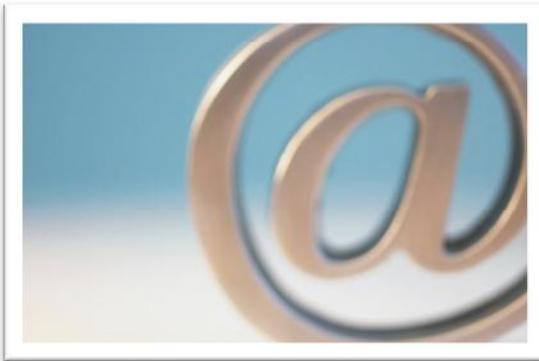
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# BUILDING BLOCKS FOR AN EMPLOYER-RESPONSIVE WORKFORCE DEVELOPMENT SYSTEM



## ***BLOCK #3: SECTOR WEBSITES WITH SOCIAL MEDIA TOOLS***

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### **RATIONALE FROM EMPLOYER SESSIONS**

- Employers, in general, are moving away from usage of large, general-purpose jobs boards, particularly if fee-based.
- Employers are increasingly comfortable with usage of social media (Twitter, LinkedIn) and expect content and links beyond basic job board.
- Employers expressed positive experiences with sector-based planning groups involving sharing information and tools among HR professionals.
- Employers trust industry associations and peer employers for insights on what works.
- Small and medium-sized employers, in particular, value help they can obtain in assessing and screening job applicants.

### **SUPPORT FROM EMPLOYER SURVEY**

- When hiring high-skilled talent, over half of employers report "Internet job boards" or "Company's own web site" as most effective (Q12).
- Employers have a highly positive response to "Providing industry-specific sites for employers to acquire talent" (Q19).
- Employers place high value on web-based screening, assessment, and navigational tools (Q18, 19).
- Survey, employer sessions, and quantified data all point to increased usage of Craigslist, Facebook, LinkedIn and other social media sites for recruitment.

# BUILDING BLOCKS FOR AN EMPLOYER-RESPONSIVE WORKFORCE DEVELOPMENT SYSTEM



## **OKLAHOMA'S FOUNDATION**

- Oklahoma has a functional Oklahoma JobLink board that can import job applicants to a sector-based site.
- Council has established high credibility in convening and managing several large sector partnerships.
- Council led the creation of navigational site for students and workers; technology can be adapted to navigational assistance for employers.
- Department of Commerce is using social media for economic development which can be adapted to workforce development initiatives.

## **COUNCIL OPTIONS FOR ACCELERATING PROGRESS**

- Move the entry doors for Oklahoma JobLink to sector-based platforms.
- Expand sector-based employer sites to include industry-specific content, peer discussions, access to tools, and links to/from industry associations.
- Create employer navigational tools for screening, assessment, advancement.
- Sponsor forums where large employers can share HR practices with small and medium ones.

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## **NOTABLE PRACTICES:**

### **Kentucky Indiana eXchange**

Kix.com or the Kentucky Indiana eXchange is a web portal designed for a 26-county region bi-state region including Southern Indiana and the Louisville and Elizabethtown metro areas in Kentucky. It is designed to help link job seekers to employment opportunities, employers to the region's best talent and prospective students to the training and education they need to fill higher-skilled jobs and contribute to regional prosperity. The site also looks to connect our region in an unprecedented way leveraging the latest in social networking tools including Twitter, LinkedIn, and Facebook.

*Source:* <http://www.kix.com/>

### **Richmond JobNet**

The Greater Richmond Partnership's (GRP) has social media channels for outreach on LinkedIn, Facebook, Twitter and Flickr and also launched social media channels for its workforce program, RichmondJobNet. Those job-specific channels include a Facebook Page and a Twitter presence. Of more than 21,500 tweets the organization has posted, 90% have been job listings.

*Source:* <http://www.richmondjobnet.com/>

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# BUILDING BLOCKS FOR AN EMPLOYER-RESPONSIVE WORKFORCE DEVELOPMENT SYSTEM



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## **NOTABLE PRACTICES:**

### **DFW Regional Workforce Leadership Council**

The DFW Regional Workforce Leadership Council (RWLC) was formed in 2002 with a Memorandum of Understanding between North Central Texas, Dallas and Tarrant Workforce Boards and the Arlington, Dallas and Fort Worth Chambers of Commerce that guided the work of developing industry clusters. Led by business, the RWLC has functioned as the convener and connector for the formation and ongoing development of the regional clusters. The membership also includes representatives from the targeted industries as well as the important education link. Staffed by the local workforce boards in collaboration with area Chambers of Commerce, the clusters are responsible for:

- Making the business case for cluster-based activity.
- Identifying key cluster stakeholders.
- Working with industry to define the cluster's goal — particularly those that relate to enhancing and sustaining the workforce.
- Developing programmatic responses to meet those goals.
- Tracking goal progress and measuring the results.

*Source:* <http://dfw-rwlc.com/industry/index.asp>

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# BUILDING BLOCKS FOR AN EMPLOYER-RESPONSIVE WORKFORCE DEVELOPMENT SYSTEM

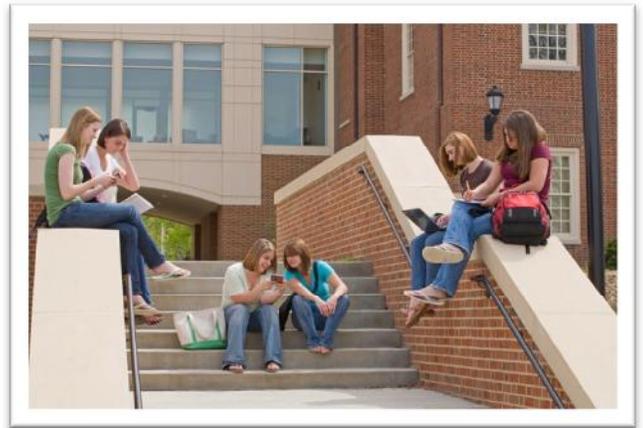


## ***BLOCK #4: TWO-YEAR HIGHER EDUCATION SITES – FOCAL POINTS FOR EMPLOYER ENGAGEMENT***

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### **RATIONALE FROM EMPLOYER SESSIONS**

- Employers currently look to 2-year institutions (Career Techs, Community Colleges, branch campuses of 4-year schools) for responsiveness to skill development needs.
- 2-year colleges and career tech centers viewed as cost-effective entry points for preparation for workforce and for continuation into 4-year programs.
- Career Tech Centers, in particular, were cited as valuable partners in creating customized programming when needed.
- The “green jobs” movement can be used to attract students to skills development needed for a wide array of emerging jobs.



### **SUPPORT FROM EMPLOYER SURVEY**

- Employers responded positively to Career Tech Centers/ 2 – year colleges as home base for employer outreach with Workforce Investment Boards (WIBs) retaining quality assurance and regional planning roles (Q20).
- 24 percent of respondents cite “Colleges/ Universities” or “Career Tech Centers” as most effective for recruiting new employees (Q11).
- 17 percent of respondents cite Workforce Oklahoma/ Job Link as most effective for recruiting new employees (Q11); the response for post-secondary education and the Workforce Oklahoma system combines for a powerful 41 percent most effective, edging out the number one response of “Word of mouth – current employees.”
- Multiple responses pointed to Career Tech Centers having a “finger on the pulse of Oklahoma’s businesses” and to their business responsiveness; some cited need for standardizing delivery across the state and combining classroom training with hands-on learning.

# BUILDING BLOCKS FOR AN EMPLOYER-RESPONSIVE WORKFORCE DEVELOPMENT SYSTEM



## **OKLAHOMA'S FOUNDATION**

- Workforce Oklahoma sites have been approved for operations on selected Career Tech and Community College sites, but need to be more fully integrated with campuses.
- 2-year degree and certificate programs have been integrated into sector-based strategies in Healthcare, Manufacturing, and Aerospace.
- Okcareerplanner.com steers workers and students to 2-year programs and industry certifications at 2-year colleges and career tech centers.

## **COUNCIL OPTIONS FOR ACCELERATING PROGRESS**

- Designate the 2-year colleges and career tech centers as the Workforce Development Centers for job seekers opting for further education and training.
- Train "Career Navigators" to assist job seekers who participate in Workforce Development Center services.
- Create a certificate program for Career Navigators (i.e. practice what we preach).
- Utilize the 2-year colleges and career tech centers as home base for Business Services Teams for employer outreach – use WIBs to set customer service standards and oversight.

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## **NOTABLE PRACTICES:**

### ***Centers of Excellence – Washington State Board for Community and Technical Colleges***

Centers are flagship institutions that build and sustain Washington's competitive advantage through statewide leadership. Each Center focuses on a targeted industry that drives the state's economy and is built upon a reputation for fast, flexible, quality education and training programs. A targeted industry is identified as one that is strategic to the economic growth of a region or state. Centers are guided by industry representatives to lead collaborative and coordinated statewide education and training efforts to build a competitive workforce in a global economy. Centers are designed to:

- Maintain an institutional reputation for innovation and responsive education and training delivery to their targeted industry.
  - Act as a broker of information and resources related to their targeted industry for industry representatives, community-based organizations, economic development organizations, community and technical colleges, secondary education institutions, and four-year colleges and universities.
  - Translate industry research into best practices.
  - Provide system coordination, coaching, and mentoring to assist in building seamless educational and work-related systems.
  - Build a competitive workforce for driver industries in Washington State.
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# BUILDING BLOCKS FOR AN EMPLOYER-RESPONSIVE WORKFORCE DEVELOPMENT SYSTEM



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## NOTABLE PRACTICES:

### *Centers of Excellence – Washington State Board for Community and Technical Colleges (cont.)*

#### Examples of Centers of Excellence in Washington

- *Center of Excellence for Information and Computing Technology (CoE for ICT) at Bellevue College* - partners with the National Workforce Center for Emerging Technologies (NWCET) to provide services, research, programs, and events that serve Washington State community and technical college faculty and students, as well as industry and the K-12 system. The CoE for ICT performs as an information resource and solution-provider for model information technology education programs, best practices, up-to-date research, information dissemination, instructor professional development in new and emerging technologies. It also provides information on industry trends that impact employment, education, and business growth across Washington State.
- *Pacific Northwest Center of Excellence for Clean Energy at Centralia College* - provides leadership for a growing alliance of energy industry and college partners. Together, industry and educational partnerships provide comprehensive degree and certificate programs, on-line courses, and regional classroom training opportunities that focus on the future of the energy industry.
- *Center of Excellence for Aerospace & Advanced Materials Manufacturing at Edmonds and Everett Community Colleges* - mission is to increase the competitiveness of manufacturers using composites and other advanced materials through workforce training and education.
- *Center for Excellence in Homeland Security at Pierce College* - facilitates and coordinates Homeland Security initiatives with a coalition of 34 community and technical colleges, public agencies, and private sector organizations. The Center provides and brokers dynamic education and training to prepare a skilled workforce to maintain our national security.
- *Construction Center of Excellence at Renton Technical College* - a resource for industry professionals, colleges, and others interested in preparing a diverse workforce for the construction industry. The Construction Center of Excellence showcases innovative educational offerings, at RTC and elsewhere, and promotes awareness of career pathways within construction.
- *Agricultural Center of Excellence at Walla Walla Community College* - provides collaborative leadership in addressing the emerging workforce and economic development interests of rural, urban, and related agriculture in Washington State. The Center is a hub for accessing fast, flexible services and education to meet employer needs.
- *Allied Health Center of Excellence at Yakima Valley College* - dedicated to addressing Washington State's healthcare workforce needs of today and tomorrow. Through collaboration and cooperation with industry partners, the center provides innovative programs to prepare qualified and competent health care professionals and leaders for the future.

Source: <http://www.sbctc.ctc.edu/college/e-wkforcecentersofexcellence.aspx>

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# BUILDING BLOCKS FOR AN EMPLOYER-RESPONSIVE WORKFORCE DEVELOPMENT SYSTEM



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## **NOTABLE PRACTICES:**

### ***Maricopa Community Colleges' Center for Workforce Development***

The Center is the recognized leader in Greater Phoenix for the regional workforce development initiatives that fulfill the job training needs of diverse employer communities throughout Maricopa County. The Center plays a vital role in enhancing the region's competitive strength by connecting the programs, resources, and services of the ten Community Colleges and two skill centers with the region's employers. The Center for Workforce Development is an active partner with the Greater Phoenix employer community. These industry partnerships include a diverse list of businesses, industries and organizations including: Manufacturing; Aerospace; Health Sciences; Biosciences; Education; Public Safety; and Construction.

The Center is an active partner in the region's public workforce system with membership on both the City of Phoenix and Maricopa County Workforce Investment Boards and the Governor's Council on Workforce Policy. The Center provides individual and workshop-based support services at the four local, comprehensive One- Stop Career Centers located in the Greater Phoenix Area. The Center serves as Maricopa Community Colleges' liaison to the Governor's Advisory Council on Aging Workforce Committee, the Arizona Workforce Connection, and community organizations dedicated to the Mature Worker.

**Source:** <http://www.maricopa.edu/bwd/#>

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# BUILDING BLOCKS FOR AN EMPLOYER-RESPONSIVE WORKFORCE DEVELOPMENT SYSTEM



## ***BLOCK #5: RAPID RE-DEPLOYMENT OF “UNEMPLOYMENT” RECIPIENTS***

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### **RATIONALE FROM EMPLOYER SESSIONS**

- Employers often view referrals from Workforce Oklahoma offices as unemployment compensation recipients who are unmotivated to work until compensation runs out.
- While staffing services/ temp agencies would seem to be logical places for laid-off workers to find employment, receipt of unemployment compensation can be a “screening out” factor for referrals of workers to employers by the agencies.
- For unemployment recipients to be viewed as good candidates for jobs, they need to demonstrate that they have been aggressively engaged in self-development and volunteer activities since layoff.



### **SUPPORT FROM EMPLOYER SURVEY**

- Employers responded positively to the idea of optional “advanced training services” motivated (Q21).
- “Lack of work ethic” is cited by respondents as the biggest barrier for those who can’t find jobs (Q9); proof of work ethic can be a major boost for applicants, especially for those who may already be stigmatized by receipt of unemployment compensation.
- Of the “Building Block” options, “Rapid Re-Deployment of Unemployment Compensation Recipients” is rated lowest, indicating that it is not a stand-alone goal for employers but must be tied to higher goals of skill certification and sector-based work readiness (Q22).
- Multiple comments are aimed at changing the unemployment compensation system to require recipients to engage in education and work activities, or as one respondent stated “to reward the good job seeker and not the shirkers” (Q21).



# BUILDING BLOCKS FOR AN EMPLOYER-RESPONSIVE WORKFORCE DEVELOPMENT SYSTEM



## **OKLAHOMA'S FOUNDATION**

- WorkKeys assessments are available for laid-off workers to have skill levels assessed against employer standards.
- Okcareerplanner.com is available for customized career paths for laid-off workers.
- Council studies have been commissioned and results publicized on the skills demanded for emerging jobs.

## **COUNCIL OPTIONS FOR ACCELERATING PROGRESS**

- Provide incentives for staffing services to provide developmental assistance and subsequent referral to jobs for unemployment compensation recipients.
- Provide employers with a training voucher and/or on-the-job training award for hiring unemployment compensation recipients.
- Promote rapid re-deployment of unemployment compensation recipients to employers as a means of holding down employer contributor rates to the system.
- Use the Workforce Development Centers at the 2-year colleges and career tech centers as "proof points" for motivated laid-off workers to opt-in to self-development activities.

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## **NOTABLE PRACTICES:**

### ***North Carolina JobsNOW***

JobsNOW is an initiative requested by the Gov. Beverly Perdue, developed by North Carolina Community Colleges and funded by federal stimulus dollars through the Division of Workforce Development in the N.C. Department of Commerce. The program is designed to quickly train workers to re-enter the job market in fields that are in demand locally and across the state.

The JobsNOW initiative uses a "12-in-6" approach, initially targeting 12 occupational areas a worker can be trained in from one week to 6 months. In addition to receiving the job skills necessary to enter a new career, those completing the program will receive the Career Readiness Certification (CRC). The CRC is a national program that helps job applicants show proof of their basic skills to employers. The certificate is a portable credential, allowing job searchers to use it anywhere in the United States to demonstrate their competence in key foundational skills.

**Source:** [http://www.lenoircc.edu/Continuing\\_Education/jobsNOW.htm](http://www.lenoircc.edu/Continuing_Education/jobsNOW.htm)

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# BUILDING BLOCKS FOR AN EMPLOYER-RESPONSIVE WORKFORCE DEVELOPMENT SYSTEM



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## **NOTABLE PRACTICES:**

### **Ohio Means Jobs: Project HIRE Initiative**

The goal of Project Hometown Investment in Regional Economies (HIRE) is to facilitate connections between jobseekers and employers by holding events around the state that bring companies in targeted regional industries and job seekers with incentives for hiring and training together. Project HIRE is a collaboration between the Ohio Department of Job and Family Services (ODJFS), the Ohio Department of Development (ODOD), the Ohio Board of Regents (OBOR), and the local Workforce Investment Areas.

By packaging job seekers' existing skills with a tax credit and additional training, these individuals will become more attractive to prospective employers, beyond what the job seekers could have accomplished on his or her own. The job training will be funded through the use of Ohio Learning Accounts (OLA), which will provide dislocated workers short-term training resulting in an industry-recognized, portable credential to expand employment opportunities. The Work Opportunity Tax Credit (WOTC) is a federal credit administered by the state that employers can take for hiring workers from the following disadvantaged groups: unemployed veterans, disconnected youth in need of skills, member of a family receiving Temporary Assistance to Needy Families (TANF), long term family or food assistance recipient, person living in a federally designated empowerment zone, summer youth program employee, vocational rehabilitation referral, ex-felon, and supplemental security income (SSI) recipient.

**Source:** [http://jfs.ohio.gov/owd/WorkforceProf/Project\\_Hire\\_OLA.stm](http://jfs.ohio.gov/owd/WorkforceProf/Project_Hire_OLA.stm)

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# CLOSING



Oklahoma's employers are in agreement on the key foundational attributes they are looking for in a pipeline of workers to meet their current and future needs:

- **Basic literacy** – particularly command of language that employees to interact with customers in a professional manner;
- **Work ethic** – a desire for ongoing self-development and learning; and
- **Teamwork** – a sense of community at the employer's site that leads to pride in group accomplishment beyond just individual achievement.

Employers utilize screening devices to filter candidates who do not possess the foundation attributes. For candidates who pass these filters, proof of specific, technical skills becomes the primary criteria for hiring. Industry-specific skills certifications are more highly valued by employers than generalist, or unfocused, college degrees. In many cases, 4-year degree holders must still go to technical programs at 2-year colleges, career tech centers or private training providers to acquire the specific skills to make them attractive candidates.

The emphasis on industry-recognized skills certifications by employers leads them to a natural attraction by the entities that provide such focused, short-term, and occupationally-specific training packages – largely provided by the 2-year colleges and career tech centers in the public sector and by private/proprietary schools that specialize in certain key skill sets endorsed by employers and their

industry associations. Because of the attachment and trust level that employers have with the 2-year colleges and career tech centers, it makes sense to leverage that relationship in any expansion of employer outreach efforts, and certainly to do so in a coordinated manner with business retention and expansion efforts of Chambers of Commerce and the regional workforce planning and policy efforts of the Workforce Investment Boards.

One result that employers desire is role clarity among the public partners and a simple and clear menu of services from the workforce development system. A consistent message from the system that “we provide the certified skills you endorse” is a good candidate for such an approach.

Oklahoma is not alone in its work on industry sectors, skills certifications, and the “stackability” of credentials, both for advancement with employers and advancement in higher education. Oklahoma is, however, more advanced than many other states in creating foundations of career readiness certificates, standards for work-ready communities, and industry sector forums for broad talent development strategy development.

Oklahoma is well-positioned to be a flagship state in the advancement of a national platform for certification championed by organizations such as ACT and the Joyce Foundation:



.....  
**ACT, *BREAKING NEW GROUND: BUILDING A NATIONAL WORKFORCE SKILL CREDENTIALING SYSTEM*, 2011**

“Imagine a national workforce credentialing system in which:

- The skills and abilities of every worker could be validated so that their capabilities could be matched with the most appropriate job.
- Employers, everywhere, would have confidence in an evidence-based hiring process; new hires would be qualified and ready to work from the very beginning, having their skills and qualifications validated.
- Those aspiring to various careers would know and understand the necessary competencies expected for those jobs and would know which set of credentials and education and training to pursue.
- Those public and private workforce readiness organizations and social service agencies, whose mission is to prepare unemployed citizens for the workforce, would be able to use a common credentialing system as a key developmental tool to certify their clients as ready for entering the workforce.
- The education pipeline (K–12, two-year, and four-year institutions) provided articulated and experiential-based learning opportunities aligned with the skills necessary to be work ready.
- A national system of career pathways and collaboratives would revitalize regional economic development efforts and offer individuals a clear line of sight toward job mobility and an understanding of the credentials needed at each level of their pathway.

And imagine a national workforce credentialing system where we thoughtfully and purposefully set up a unifying framework with the conditions, resources, and federal and state policies to get there. Our challenge is to move beyond anecdotal successes to systemic, transformational change.”

**JOYCE FOUNDATION, *SHIFTING GEARS: STATE INNOVATION TO ADVANCE WORKERS AND THE ECONOMY IN THE MIDWEST*, JULY 2010**

“The Joyce Foundation’s Shifting Gears initiative promotes regional economic growth and opportunity by improving the skills of the workforce in five Midwestern states: Illinois, Michigan, Minnesota, Ohio, and Wisconsin. (A sixth state, Indiana, participated in the initial phase of Shifting Gears but is not currently involved.) Launched in 2007 and supported by a combined investment of nearly \$16 million in Joyce Foundation and matching state funds, Shifting Gears is helping states to scale up and sustain innovation in adult education, workforce development and postsecondary education. By focusing on state policy change, Shifting Gears is designed to spark lasting reform that enables more adults—particularly those who enter the workforce with lower basic skills or limited English proficiency—to earn postsecondary credentials that lead to good jobs.”

“Through Shifting Gears, Midwestern states are helping to map the way to state and federal policy reform that helps more lower-skilled adults earn the postsecondary credentials that employers value. The states are creating new paths to marketable credentials and connecting basic skills services more closely to what adults need for college and career success. Despite bleak nationwide economic and state fiscal environments where demand by adults for education far outstrips resources and supply, the Shifting Gears states have made significant progress toward their goals.”

# CLOSING



As the Council develops its action plan for the upcoming 3-5 years, it must do so with the recognition that this is likely to be one of the most volatile periods we have seen in our lifetimes – both in terms of economic and social shock waves, and in terms of constraints on public funding of workforce and education programs. The squeeze that we find ourselves in between increasing issues and decreasing funding argues that we must be leaner, more organized, more flexible, and use more sophisticated technology as our platform for moving forward.

With many of the blocks in place and now in development, it will also be important to invest in the mortar (or connective tissue) that holds the blocks together. Common strategic goals, sharing of information and prioritization of investments for greatest impact become key ingredients for us to deal with the volatility.

In the short term, we are currently seeing a last wave of “stimulus funding” that is bringing capacity-building resources for community colleges to create stackable certificates, for workforce boards to define career pathways, and for a broad range of partners to make “green jobs” a real destination for job seekers in the new economy. Oklahoma should seize these opportunities to build a sustainable planning and action platform for the hard times that will follow.

*“Building Blocks for an Employer-Responsive Workforce System” prepared by:*



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Indianapolis, IN 46202

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# APPENDIX





GOVERNOR'S COUNCIL FOR WORKFORCE  
AND ECONOMIC DEVELOPMENT  

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EDUCATION. ECONOMIC DEVELOPMENT. EMPLOYMENT.

# Listening to Oklahoma's Employers: *Meeting Your Service Expectations*



**Thomas P. Miller and Associates**

# Purpose of Today's Session

- Listen to your specific needs for recruiting, retaining, and advancing talent in your workplaces
- Move beyond *what* you need to *why* it is important and *how* services can best be delivered
- Combine your responses with those of employers in 5 other groups around the state
- Identify leverage points in our current collection of workforce, education, and training services
- Recommend *system* design changes to meet your needs



# Oklahoma's Mission: Grow New Jobs

Growing a *knowledge-based economy* requires a *knowledge-based workforce*.

Our economic development partners develop new jobs through application of the “ACRE” principles:

- A*tract them from other places*
- C*reate them through innovation & entrepreneurship*
- R*etain existing job base*
- E*xpand the number of jobs with existing employers*



# Oklahoma's Full Spectrum of Talent

*Our definition of “full spectrum” of talent in the Oklahoma workforce development system includes:*

- 2-year & 4-year colleges
- Career & technical education
- Oklahoma Workforce Centers & service partners
- K-12 system & partners in youth development
- Special programs for target populations: veterans, disabled, aging, ex-offenders & others
- State training incentives for new & existing workers

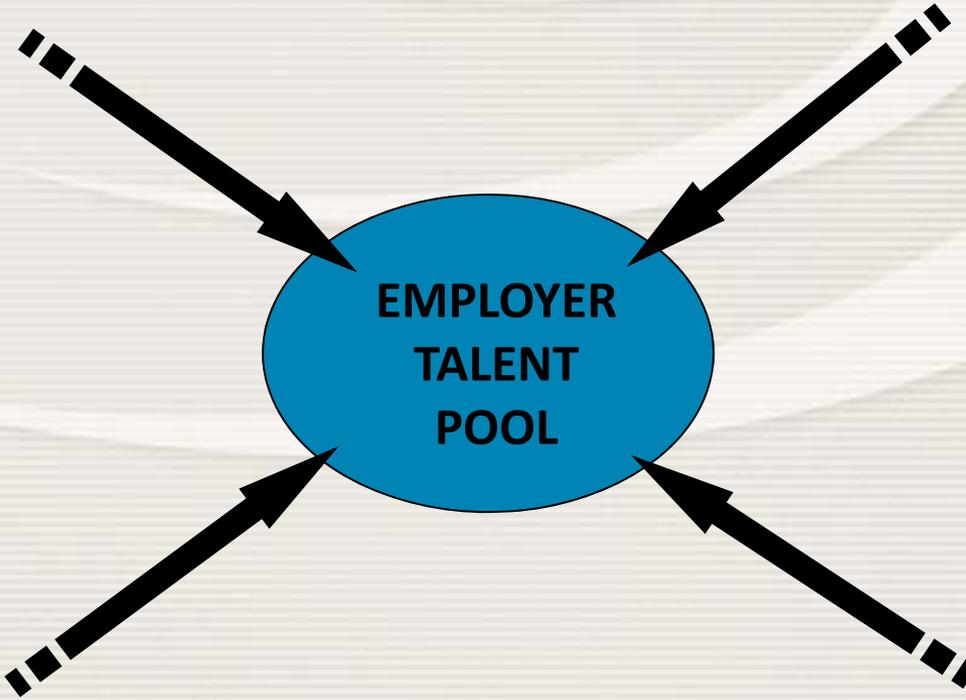


# Talent R.A.C.E.

**RETAIN** your current talent

**ATTRACT** talent from other states & other employers

**EMPLOYER  
TALENT  
POOL**



```
graph TD; A[RETAIN your current talent] --> C((EMPLOYER TALENT POOL)); B[ATTRACT talent from other states & other employers] --> C; D[CREATE talent via K-12 & higher education pipelines] --> C; E[EXPAND the skills of your current workers] --> C;
```

**CREATE** talent via K-12 & higher education pipelines

**EXPAND** the skills of your current workers

# Exercise #1: *What services do you need to maximize talent in each pipeline?*

*For each pipeline we will discuss:*

- What are your primary *needs*?
- How are you meeting these needs *currently*?
- What *specific services* do you desire? Which ones would seem appropriate with *public funds*?
- How would you like to have the services *delivered* to you?



# *Retain Current Employees*

- What are your greatest NEEDS related to retaining talent?
- How are you addressing these needs NOW?
- What TYPE OF ASSISTANCE would be most valuable in maximizing talent retention?
- What would be the best way for you to ACCESS these services?
- What do you desire from PUBLIC AGENCIES?



# *Attract New Employees*

- What are your greatest NEEDS related to attracting talent?
- How are you addressing these needs NOW?
- What TYPE OF ASSISTANCE would be most valuable in maximizing talent attraction?
- What would be the best way for you to ACCESS these services?
- What do you desire from PUBLIC AGENCIES?



# *Create New Employees via Education System*

- What are your greatest NEEDS related to creating talent?
- How are you addressing these needs NOW?
- What TYPE OF ASSISTANCE would be most valuable in maximizing talent creation?
- What would be the best way for you to ACCESS these services?
- What do you desire from PUBLIC AGENCIES?



# *Expand the Skills of My Existing Employees*

- What are your greatest NEEDS related to expanding talent?
- How are you addressing these needs NOW?
- What TYPE OF ASSISTANCE would be most valuable in maximizing talent expansion?
- What would be the best way for you to ACCESS these services?
- What do you desire from PUBLIC AGENCIES?



# Exercise #2: Spending \$1 million in 10 minutes

- Allocate your \$1 million on the worksheet provided
- Group discussion on highest rated services
  - Why would you spend the most money on these?
  - How would you like these services delivered?



# Closing Discussion

If the State of Oklahoma could focus multi-department attention on one service that would help you the most, what would it be?



# THANK YOU!

Thanks for sharing your  
time and insights!



GOVERNOR'S COUNCIL FOR WORKFORCE  
AND ECONOMIC DEVELOPMENT



**Thomas P. Miller and Associates**  
*Building Assets through Knowledge & Innovation*

<b>Enid, Oklahoma</b>		
<b>Name/Title</b>	<b>Company</b>	<b>Industry</b>
Autry Technology Center	Training	100
Continental Resources, Inc.	Oil & Gas	500
AdvancePierre Foods	Food Manufacturing	2,000
Hospice Circle of Love	Health Care	30
KJ Productions	Film	7
Envirotech	Engineering	30
Aerosock, Inc	Manufacturing	7
Cherokee Strip Regional Heritage Center	Tourism	7
Security National Bank	Banking	54
OG&E	Utilities	3,200+ (statewide)
Enid Regional Development Alliance	Economic Development	2.5

<b>Lawton, Oklahoma</b>		
<b>Name/Title</b>	<b>Company</b>	<b>Industry</b>
Fort Sill CPAC	US Army	3,000
Wyle-CAS Inc.	Military support	30
Bennett Office Equipment	Document management	30
Firman Agency Insurance	Insurance	3
Comanche County Memorial Hospital	Healthcare	1,800
Platt College	Education	25
Burger King	Fast Food	210
Assurant	Warrenty/C.S.	268
PSO	Eletric utility	75
Lee Sanger Insurance	Insurance	5

<b>Muskogee, Oklahoma</b>		
<b>Company</b>	<b>Industry</b>	<b># of Employees</b>
Cherokee Nation	Multiple industries	10,300
RD MedTech	Healthcare	7
Mazzio's Pizza	Food Services/Restaurant	45
Interstate Properties	Real Estate	4
State Farm	Insurance	4
Bacone College	Higher Education	255
Indian Capital Technology Center	Education/Training	200

Oklahoma Manufacturing Alliance	Manufacturing/Non-profit	30
Advantage Controls	Manufacturing	100
Capella Health	Healthcare	800
Muskogee Public Schools	Education (K-12)	853
Northeastern State University – Muskogee Campus	Higher Education	25
ONEOK	Energy	32 (locally)
OK Gas & Electric	Energy	270 (locally)
City of Muskogee	Government	465
Muskogee Chamber of Commerce	Business advocacy/non-profit	6
OSU Institute of Technology	Education/Training	250-500

<b>Oklahoma City</b>		
<b>Company</b>	<b>Industry</b>	<b># of Employees</b>
Call Okie	Call Center	62
Bank of Oklahoma Financial	Finance	1,000
AgriLawn	Lawn Service	40
St. Anthony Hospital	Healthcare	2,500
Chesapeake Energy	Oil and Gas	10,000
Express Personal Services	Staffing	300 local
Companion Health Services	Healthcare	500
Rose State College	Education/Workforce Development	1,000
Catalyst Behavioral Services	Behavioral Health	100
Dobson Technologies	Telecommunications	125
Coppermar Bank	Banking/Finance	250
American Fidelity Assurance	Insurance	1,000
OGE	Energy	3,450
SandRidge Energy, Inc.	Energy	2,000
Ben E. Keith	Food Distribution	350
The Hartford	Insurance	700
i2E	Non-profit	<20
Oklahoma Bankers Association	Industry Association	<20
Greater Oklahoma City Chamber	Employer Association	50-75

<b>Tulsa</b>		
<b>Company</b>	<b>Industry</b>	<b># of Employees</b>
American Airlines	Aerospace/Transportation	6,700 (Tulsa)
Parkside Hospital	Healthcare	220

Bank of Oklahoma Financial	Financial Services	4,500 (Tulsa, other states)
IC Bus of OK, LLC	Manufacturing	1,400
John Zink LLC	Engineering/Manufacturing	600 (Tulsa)
Borets-Weatherford	Oilfield Services	40 (Tulsa)
Part-time Pros/Tulsa Med-Pros	Professional/Healthcare	90 (Tulsa)
Williams	Energy	5,000+ (Tulsa, other states)
Tulsa Chamber	Economic Development – Workforce/Nonprofit	50+
ONEOK	Energy/Natural Gas	5,000 (statewide)
SERVA group	Oil and Natural Gas Manufacturing	50+
TDW	Engineering/Energy Services	550 (Tulsa)
Jump Technology Services	Information Technology	12 (Tulsa and OKC)

### The \$1 Million Question:

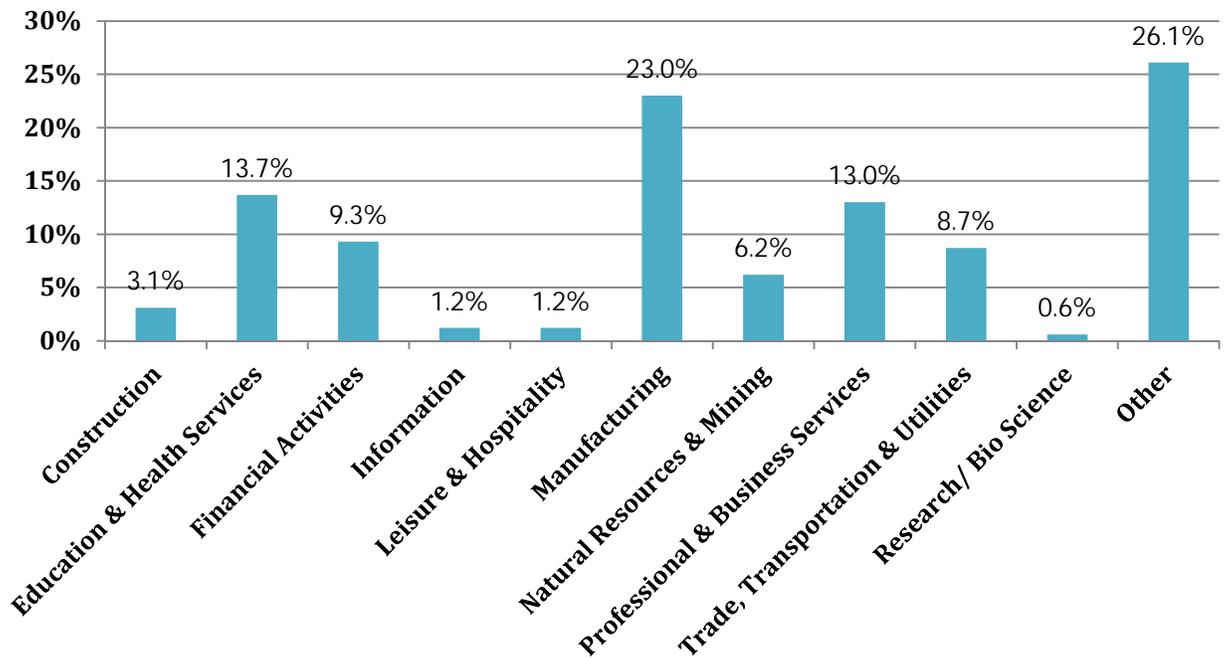
*Allocate \$1 million among options according to your current needs and priorities*

SERVICE	ALLOCATION
Web site development for our company's screening and hiring	
Create employer-friendly process for accessing available talent	
Job profiling of my current jobs to define skills precisely	
Assessment tools for new hires to ensure they are "work ready"	
Develop an industry-specific "work ready" certification for new hires	
Labor market information customized to my hiring needs	
General marketing of my company to raise image and awareness	
Job announcements in newspapers and trade journals	
Hiring temps from staffing service for entry-level openings	
Assistance from staffing service for hiring management/supervisors	
Purchase of off-the-shelf courses to fill skill gaps of new hires	
Other:	
Increased HR staffing at my company	
Assessment tools for current employee development	
Purchase of industry-specific training leading to industry certifications	
Purchase of courses available at current 2- or 4-year schools	
Customized on-line training for my employees	
Supervisory and management training	
Literacy and English-as-a-Second-Language training	
Career pathways planning for my current employees	
Tuition re-imbursement funds (or advances) for my current employees	
Conferences/ seminars	
Hire in-house trainer for delivery of company-specific training	
Other:	
<b>TOTAL</b>	<b>\$1,000,000</b>

<b>Investment</b>	<b>Amount</b>	<b>Frequency</b>	<b>Average Investment</b>
General marketing of my company to raise image and awareness	\$6,966,000	38	\$183,316
Tuition re-imbursement funds (or advances) for my current employees	\$5,620,000	35	\$160,571
Supervisory and management training	\$5,235,000	47	\$111,383
Assessment tools for new hires to ensure they are "work ready"	\$4,655,000	38	\$122,500
Assessment tools for current employee development	\$3,320,000	38	\$87,368
Job profiling of my current jobs to define skills precisely	\$3,295,000	27	\$122,037
Develop an industry-specific "work ready" certification for new hires	\$3,115,000	19	\$163,947
Create employer-friendly process for accessing available talent	\$3,050,000	22	\$138,636
Purchase of industry-specific training leading to industry certifications	\$2,910,000	25	\$116,400
Purchase of courses available at current 2- or 4-year schools	\$2,845,000	21	\$135,476
Conferences/ seminars	\$2,820,000	30	\$94,000
Customized on-line training for my employees	\$2,755,000	29	\$95,000
Web site development for our company's screening and hiring	\$2,660,000	21	\$126,667
Hire in-house trainer for delivery of company-specific training	\$2,600,000	29	\$89,655
Increased HR staffing at my company	\$2,470,000	18	\$137,222
Career pathways planning for my current employees	\$2,425,000	23	\$105,435
Purchase of off-the-shelf courses to fill skill gaps of new hires	\$1,840,000	15	\$122,667
Labor market information customized to my hiring needs	\$1,605,000	15	\$107,000
Job announcements in newspapers and trade journals	\$1,361,000	17	\$80,059
Literacy and English-as-a-Second-Language training	\$1,100,000	11	\$100,000
Assistance from staffing service for hiring management/supervisors	\$740,000	8	\$92,500
Hiring temps from staffing service for entry-level openings	\$590,000	7	\$84,286

# Survey Summary - Employer Input on Oklahoma's Workforce System Design

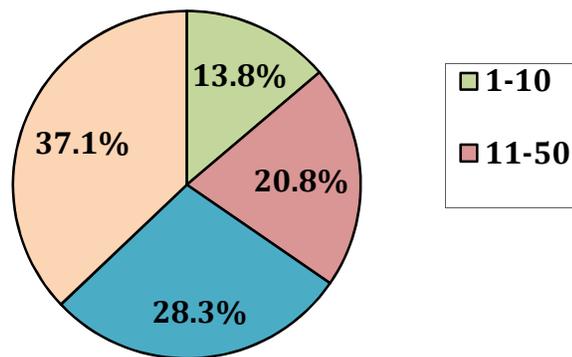
### 1. What industry are you representing?



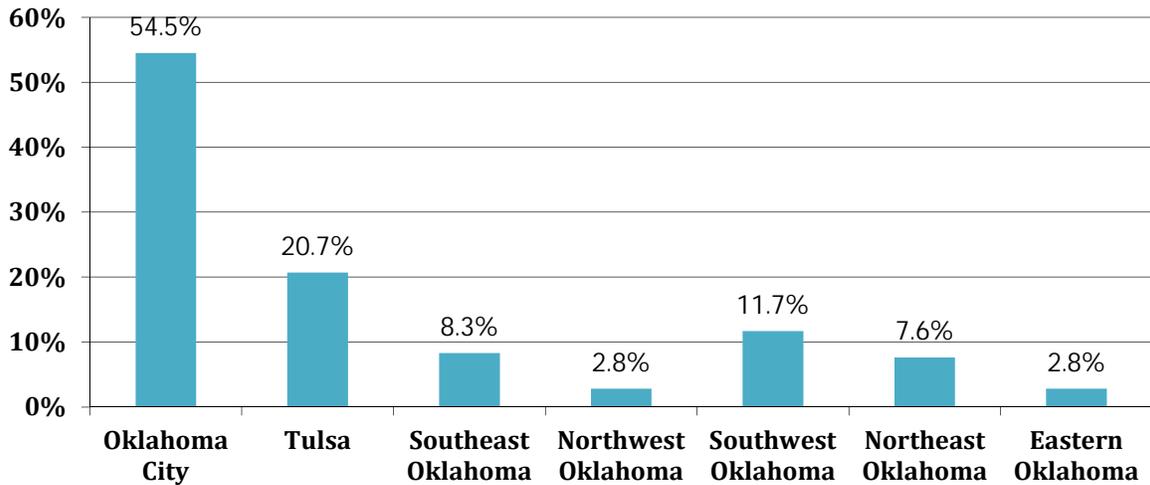
### Other Comments

- Non-profit organizations (9 responses)

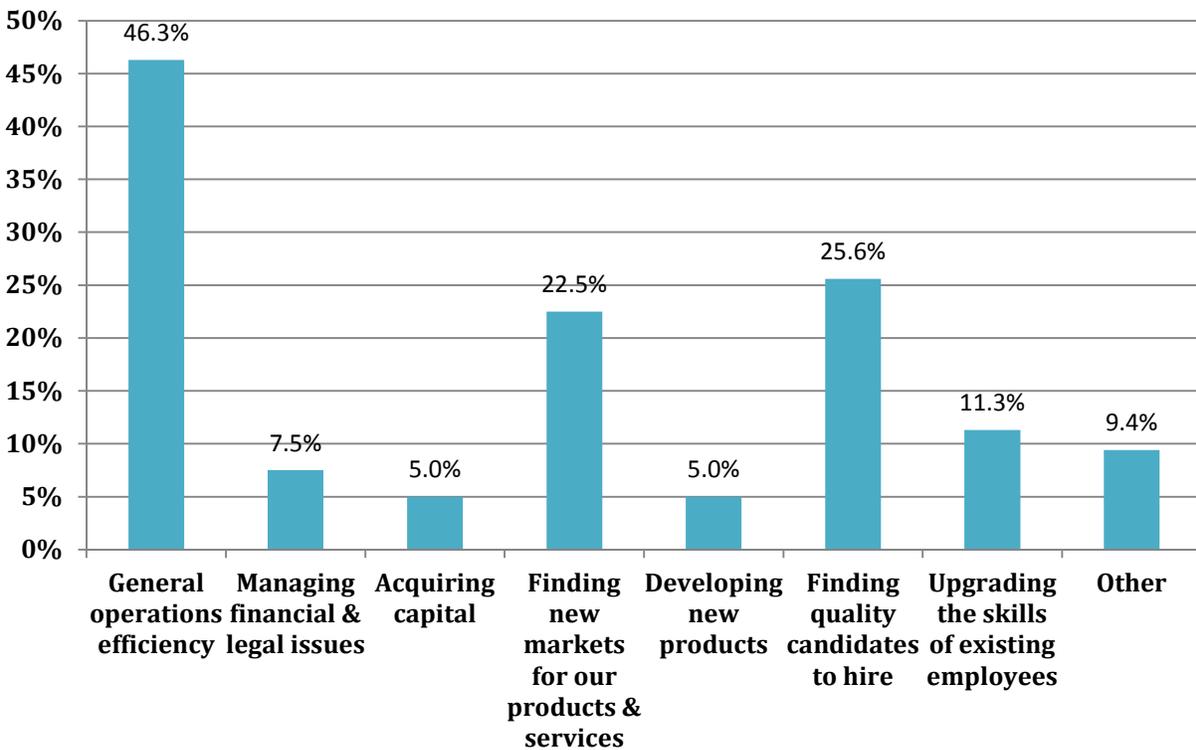
### 2. How many employees work for your company in Oklahoma?



### 3. What is your company's primary location in Oklahoma?



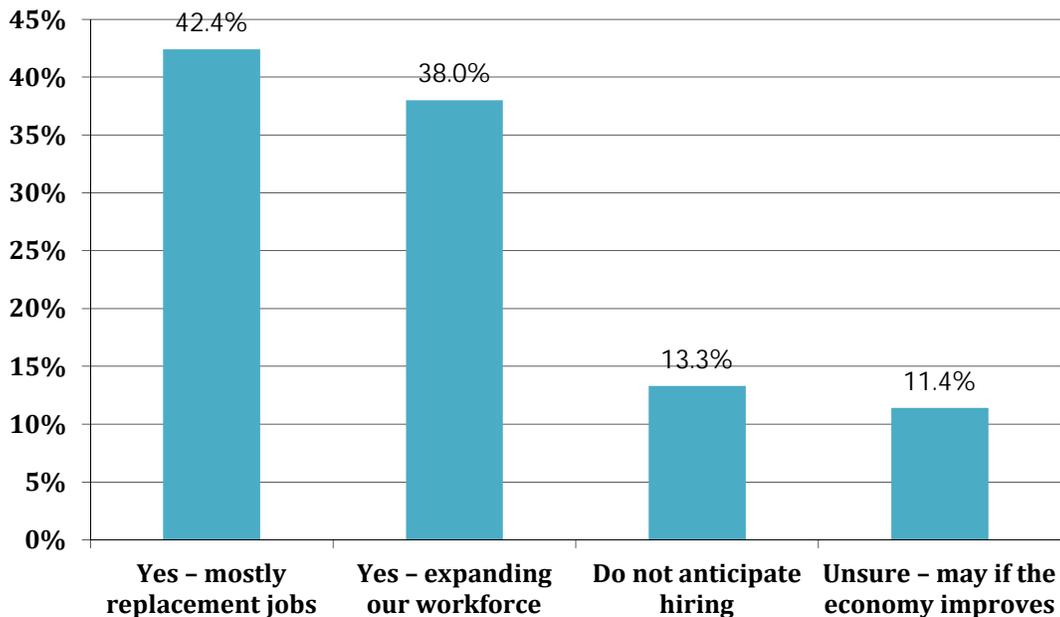
### 4. What is the highest priority for your company this year?



#### Other Comments

- Effective succession planning; and capturing knowledge of older workers moving towards retirement
- Competing successfully for federal grant funding to enable our research to continue at its present level, or more optimistically expand in scope

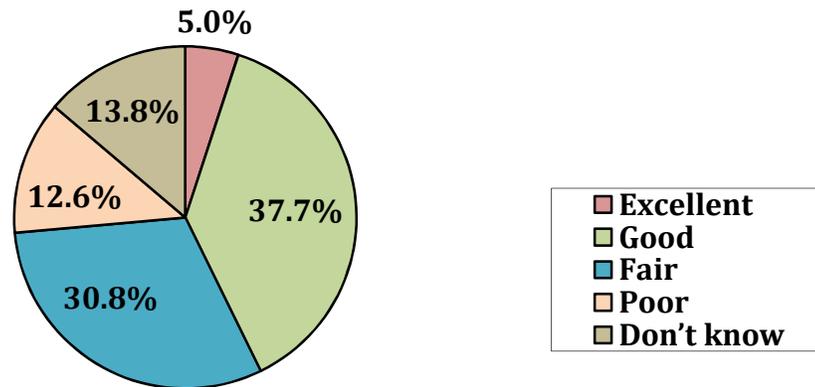
## 5. Do you plan to hire over the next three years?



### If hiring, please explain the top occupations/positions you will need, and approximate number of hires in each:

- Qualified Welders (40-70), Assembly technicians (30), Sheet metal Operators (5), Machinist (5)
- Truck Drivers, Rig hands, Roustabouts
- We will be hiring manufacturing productions staff, probably about 30 people
- Machining, quality control, machine tool technology,
- Production Technicians, Maintenance technicians and Engineers
- Nurses, clinical health facility surveyors, administrative support
- Marketing/Communications - 5; Accounting - 10; Sales - 5
- RN, CNA, PT, PTA, OT, OTA, Information Systems personnel, MRI Tech
- A&P Mechanics, Engineers, Machinists, Composite/Bonding
- Licensed mental health clinicians and bachelor level in the field of mental health. Probably 10 minimum between now and 12/12
- Entry level production and test technicians. The count is unknown at this point.
- Research Technicians are needed. These are typically BS level bioscientists that conduct experiments in our labs. We typically hire about 50 per year. IT professionals are needed. This is a combination of individuals with at least a BS degree and relevant experience in bioinformatics or general business applications. We will hire approximately 5.
- Right now we are hiring both replacements and expanding our business. We have a few service positions open (4), many manufacturing (30), and a good number of professional engineering (12).

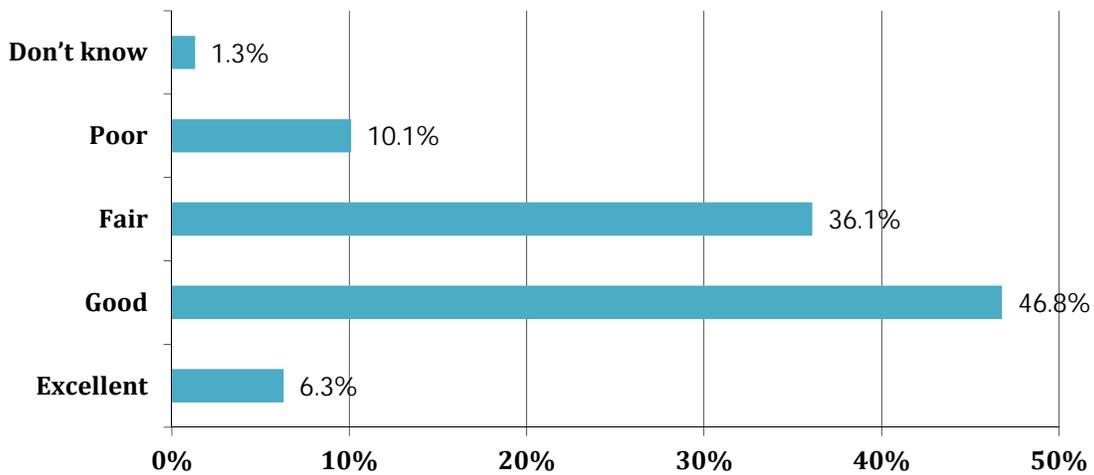
**6. How do you rate the State of Oklahoma’s effectiveness in providing assistance to employers for meeting their talent/workforce development needs?**



**What is the best service the state provides?**

- JobFit (8)
- Workforce Oklahoma (7)
- CareerTech (5)

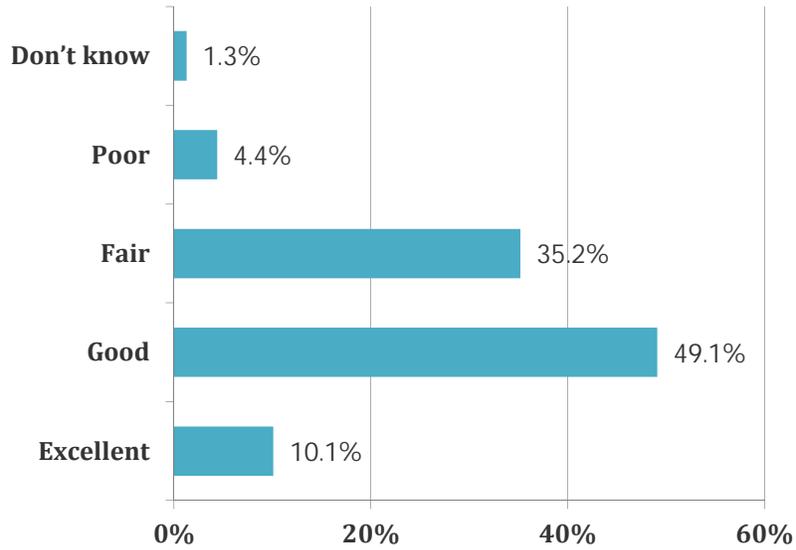
**7. How do you rate the quality of the workforce available for your company to hire in Oklahoma?**



**What positions are the most difficult for you to fill?**

- Engineering-related occupations (9)
- Health-care positions that require specific licensure (i.e. Registered Nurses, Physical Therapists, Speech & Language Pathologists, etc.) (7)
- Welders (5)

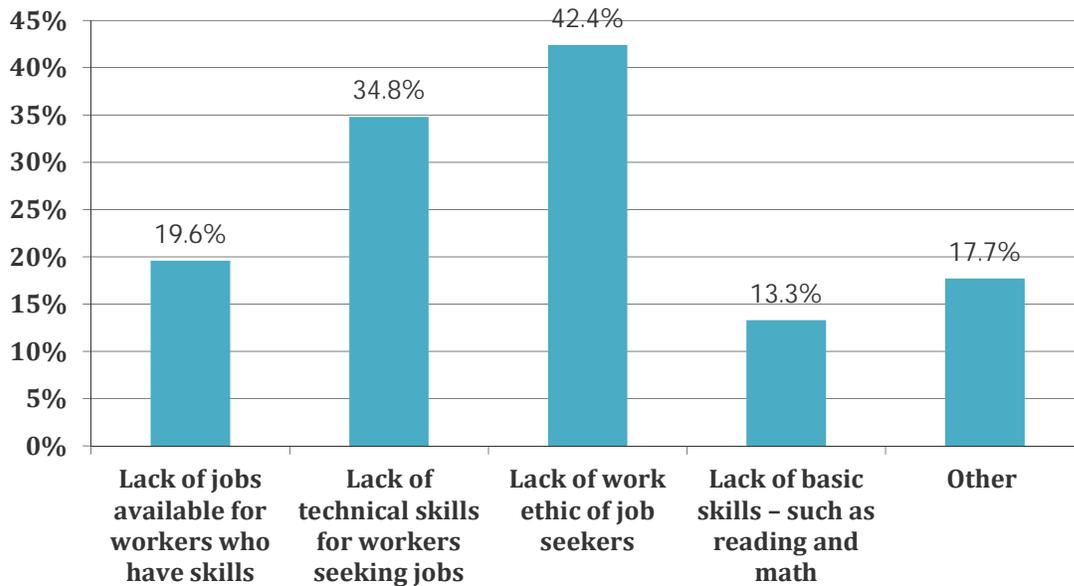
### 8. How do you rate the quality of education and training provided in Oklahoma?



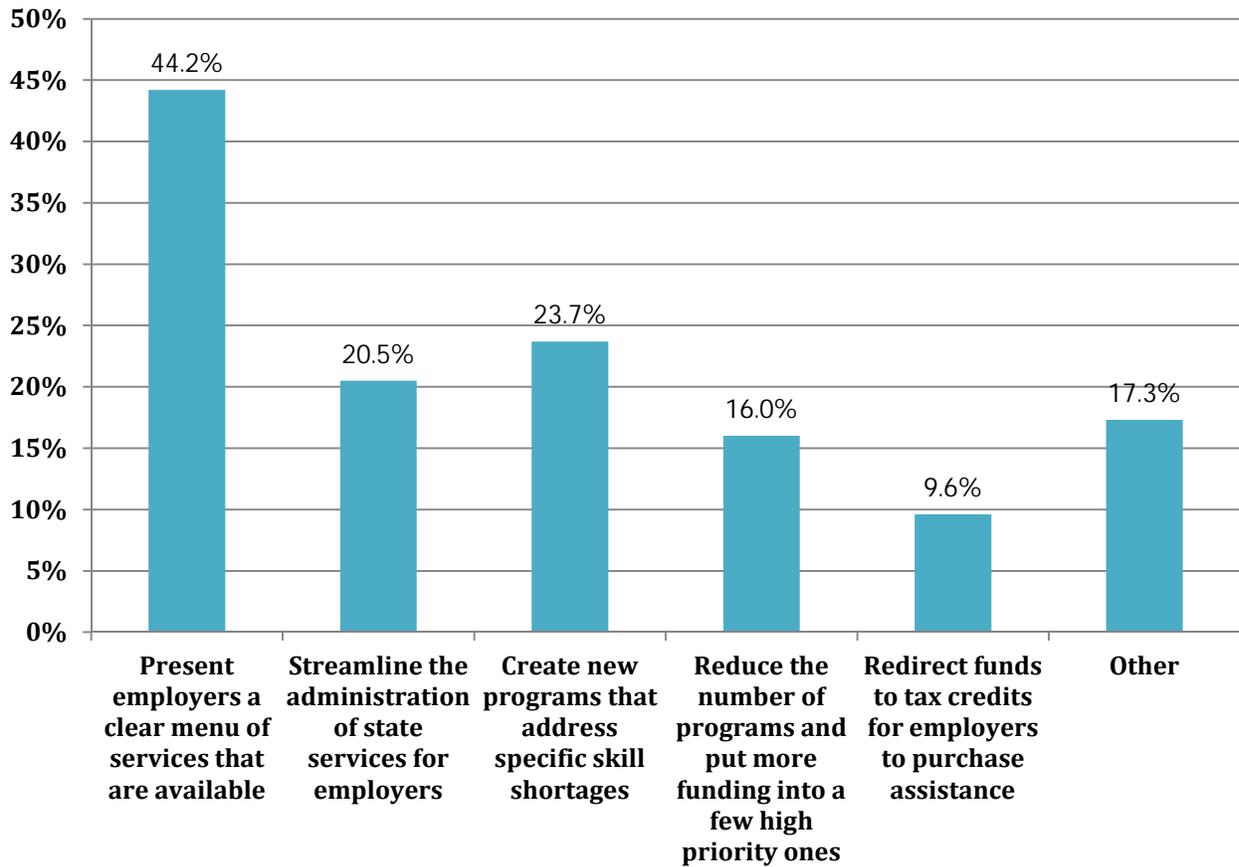
### What educational entity helps you the most?

- Career Techs (24)
- 4-year universities (16)

### 9. What do you view as the biggest barrier for those who can't find jobs?



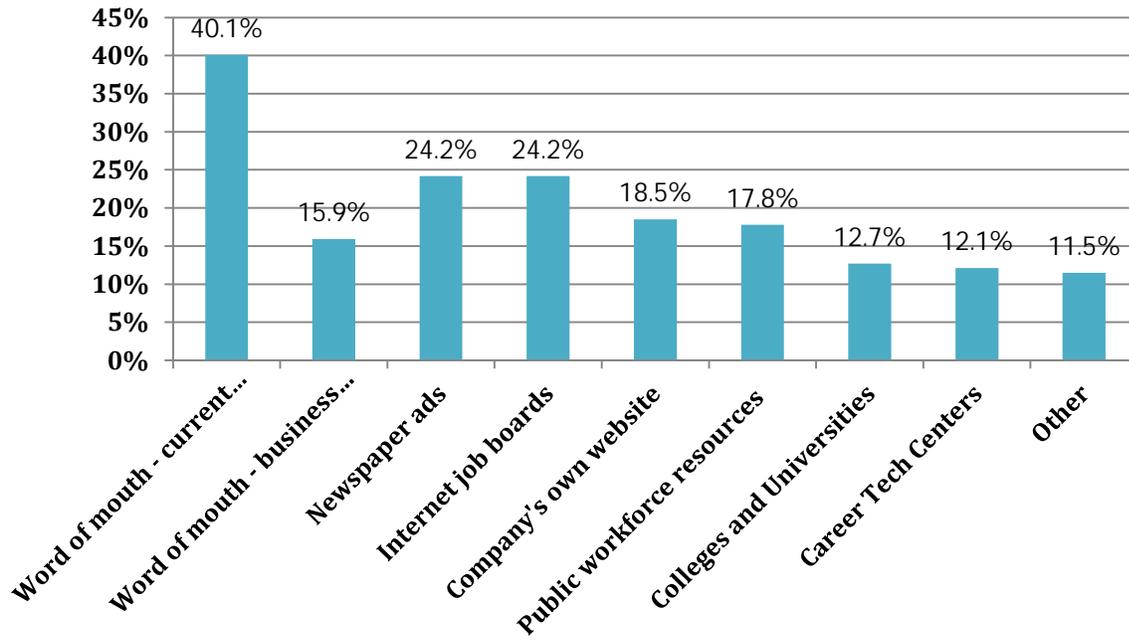
**10. What do you rate as the highest priority for action by the State of Oklahoma in meeting employers' workforce needs?**



**Other Comments**

- More "just-in-time" training and education programs are needed for workforce re-training
- Identify broad scale employer needs and develop training programs and funding for CareerTech to meet those needs
- Have dedicated recruiters that are paid for by the state. Placement fee, depending on job, should go back into the state programs for employees.
- Educate, train, and employ staff at the state agencies to better serve their customers. Many lack the knowledge of the various programs available to best assist employers.
- Market Oklahoma as an opportunity to live and find a job.

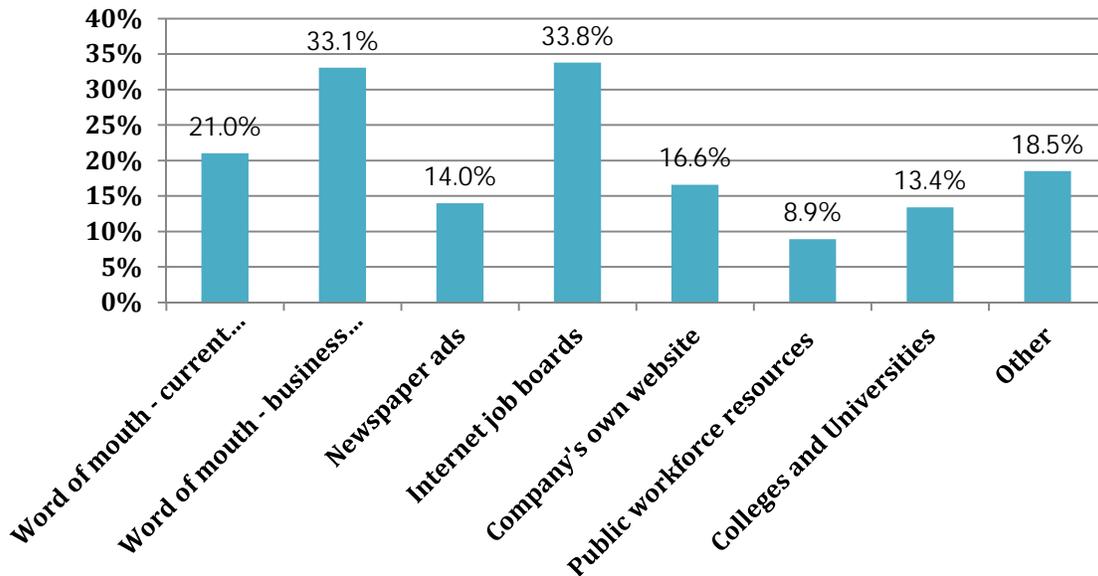
**11. When hiring entry level workers, what method is the most effective in recruiting new employees?**



**Other**

- Temp/Staffing Agencies (8 responses)

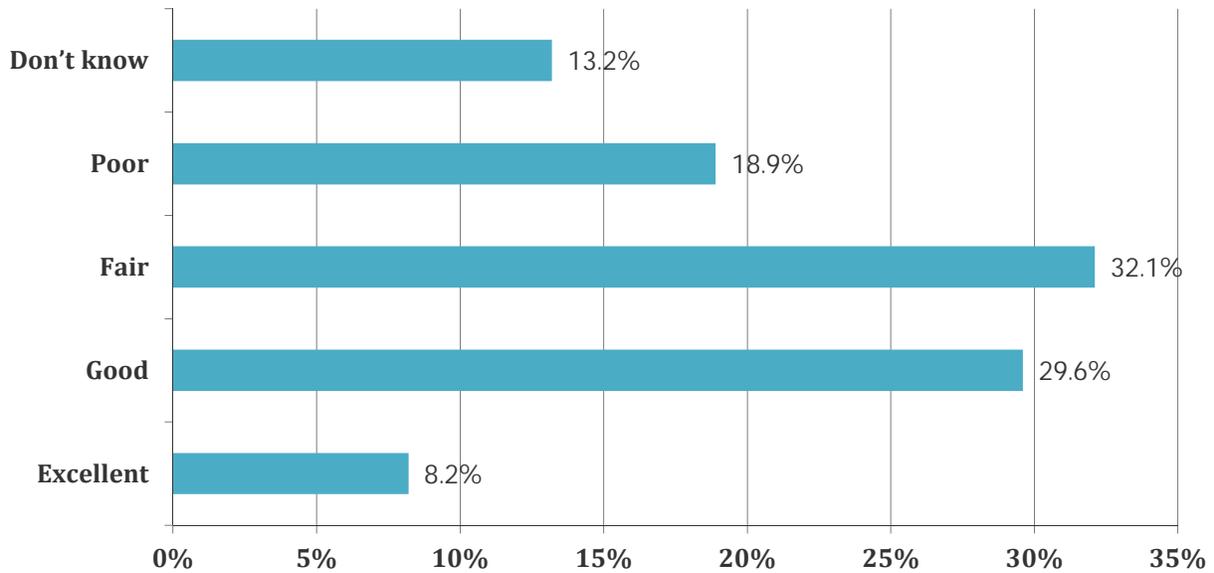
**12. When hiring high-skilled, high-salary positions, what method is most effective in recruiting new employees?**



**Other**

- Recruiting/Staffing Agencies (16 responses)

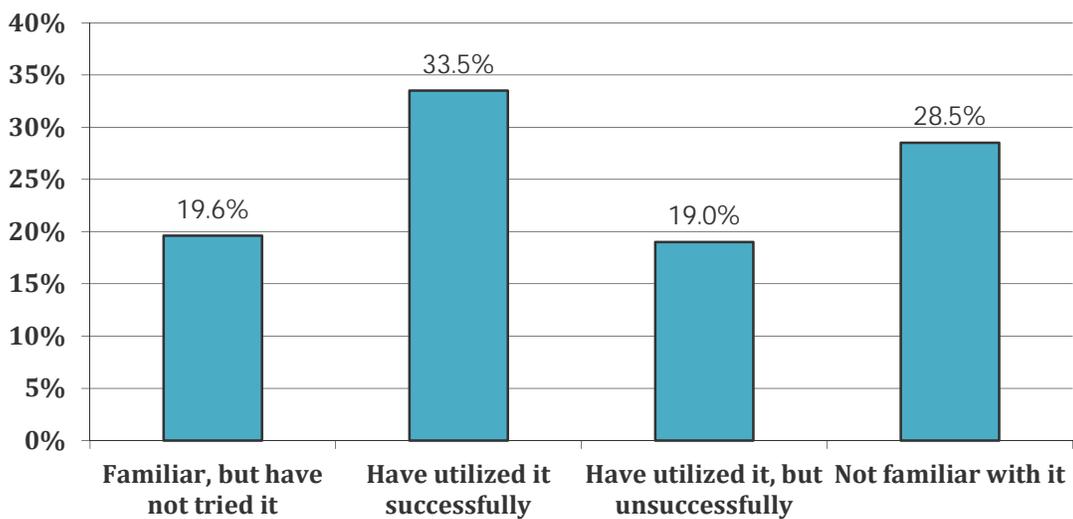
**13. How do you rate your understanding of the services offered by Workforce Oklahoma One Stop Career Centers and Job Link (the state's free job board)?**



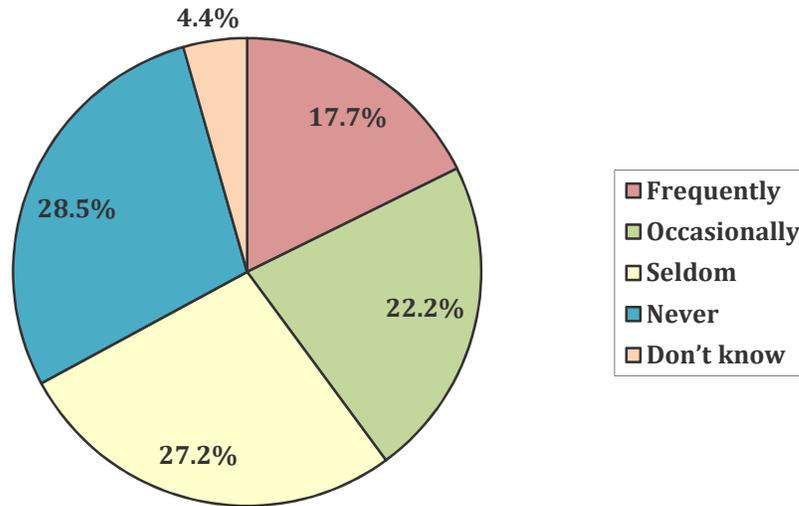
**Other**

- Job Link (9 responses)
- Job Fit (5 responses)

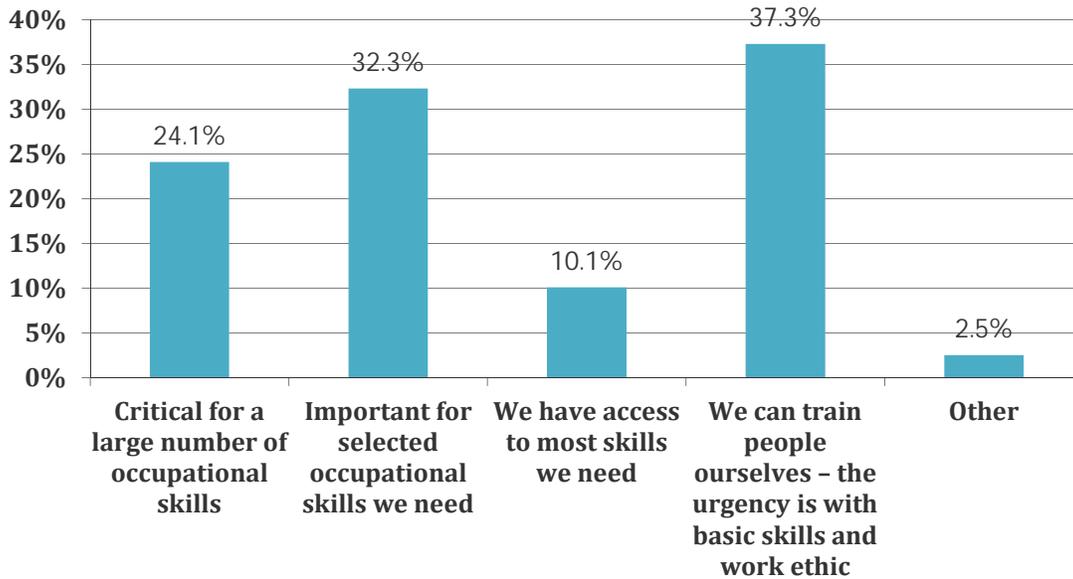
**14. Which of the following best describes your experience with Workforce Oklahoma One Stop Career Centers and Job Link?**



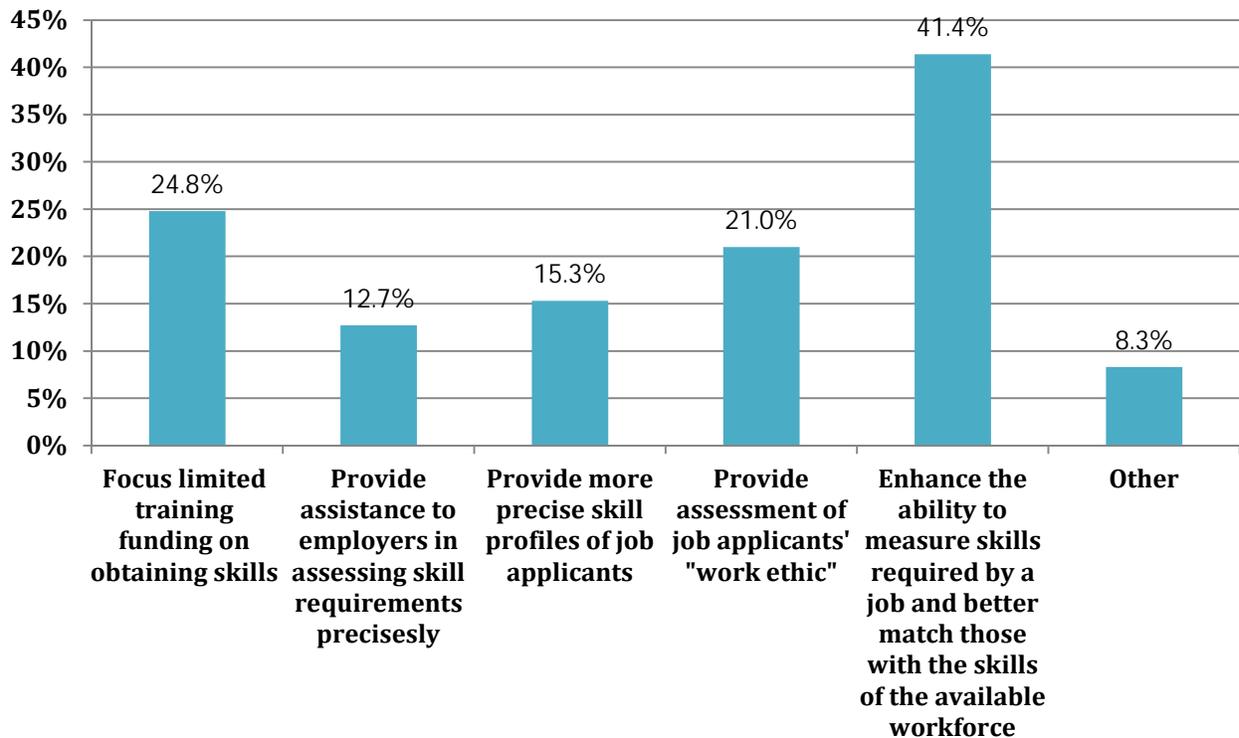
**15. How often are you contacted by a representative of the workforce development system broadly defined as Workforce Oklahoma Centers, Career Tech Centers, Colleges and Universities, Department of Human Services, Department of Vocational Rehabilitation services, etc.?**



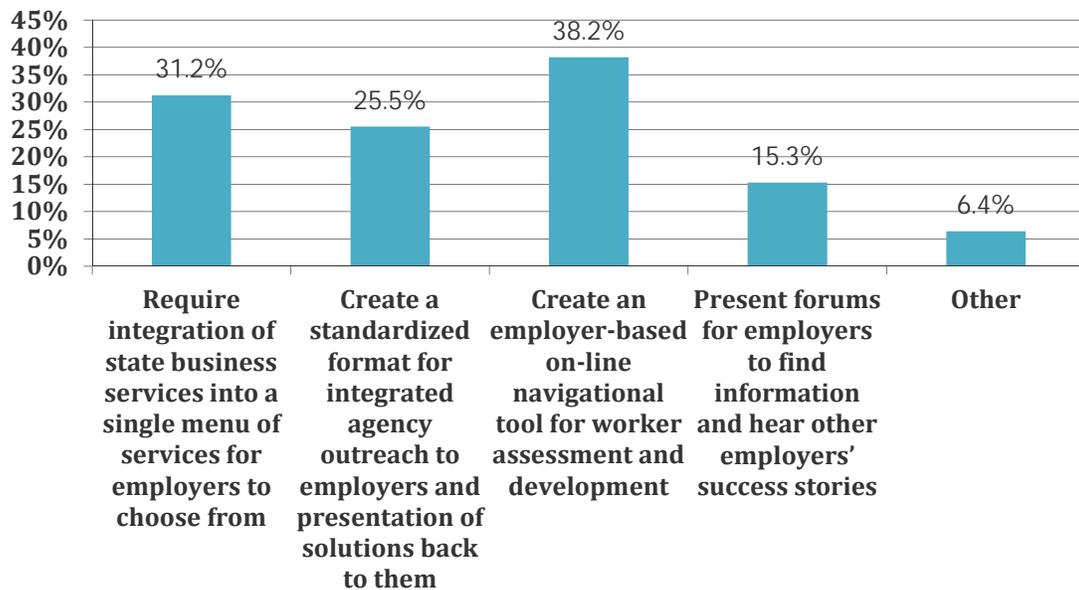
**16. How would you rate the level of urgency by Oklahoma's employers for solving skill deficiencies of workers and job applicants?**



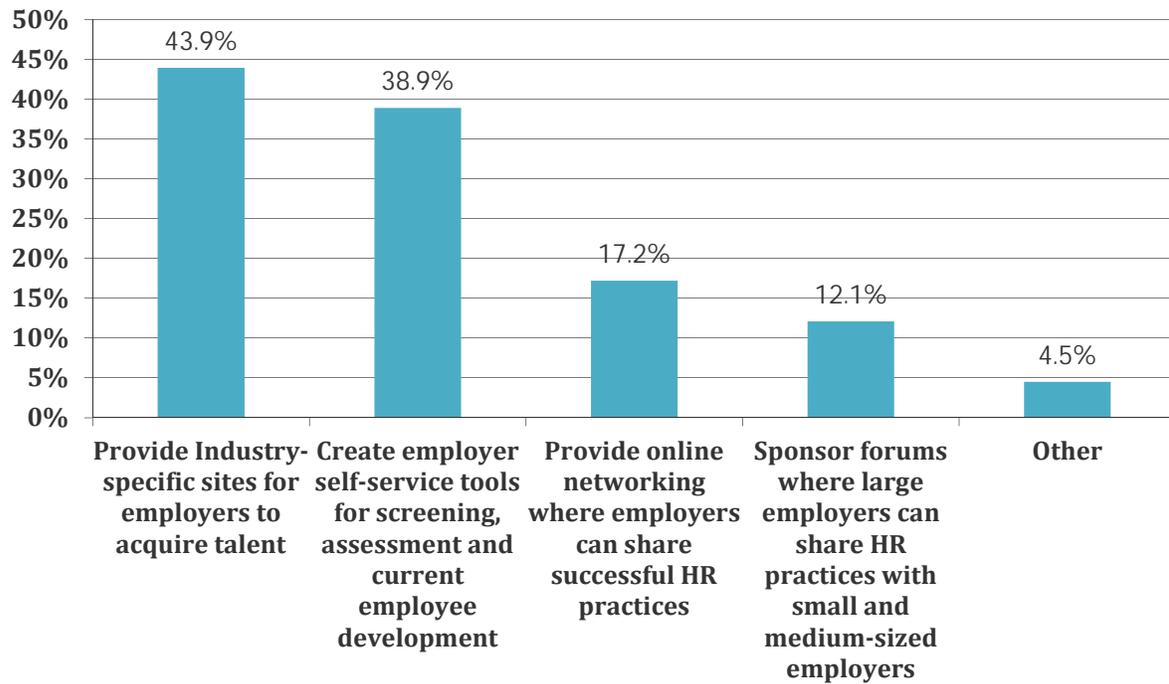
**17. Findings from recent employer input sessions indicate that skills certifications are key to employability. If the state could focus on one strategy to address this, what should it be?**



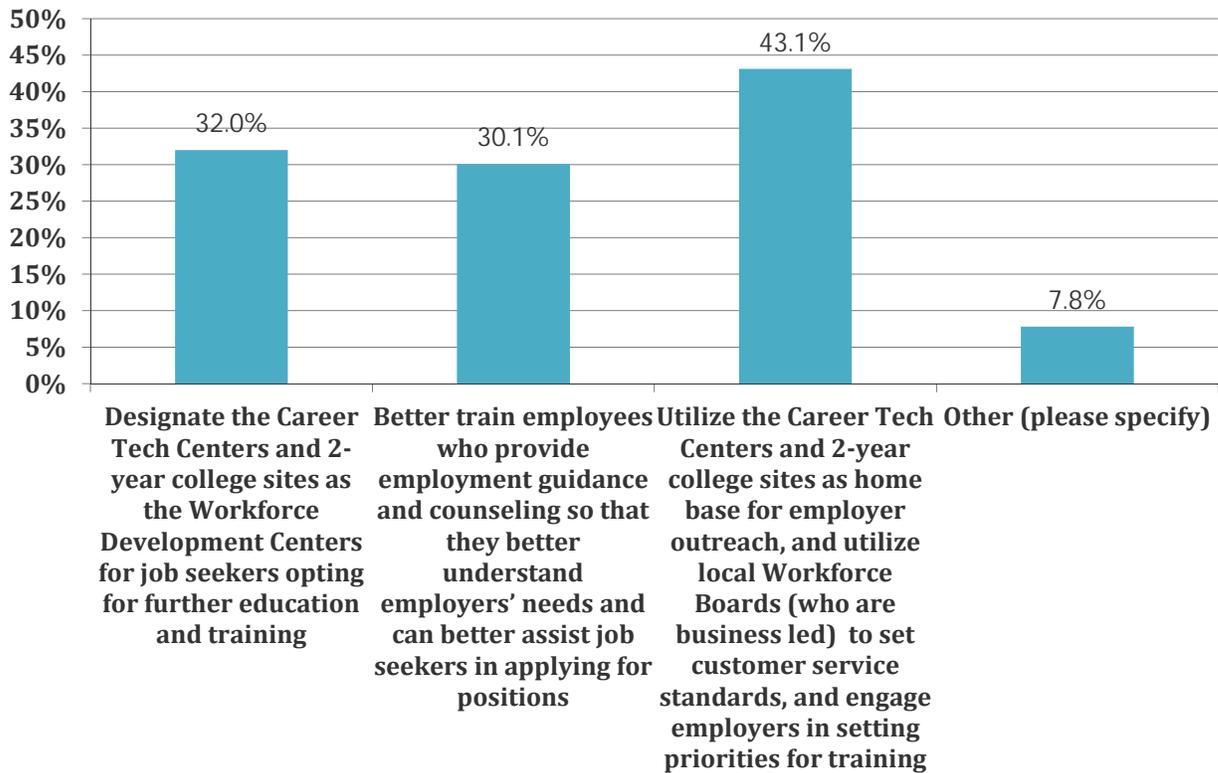
**18. Findings from recent employer input sessions indicate that employers often lack a clear menu of workforce development services available from the state. If the state could focus on one strategy to address this, what should it be?**



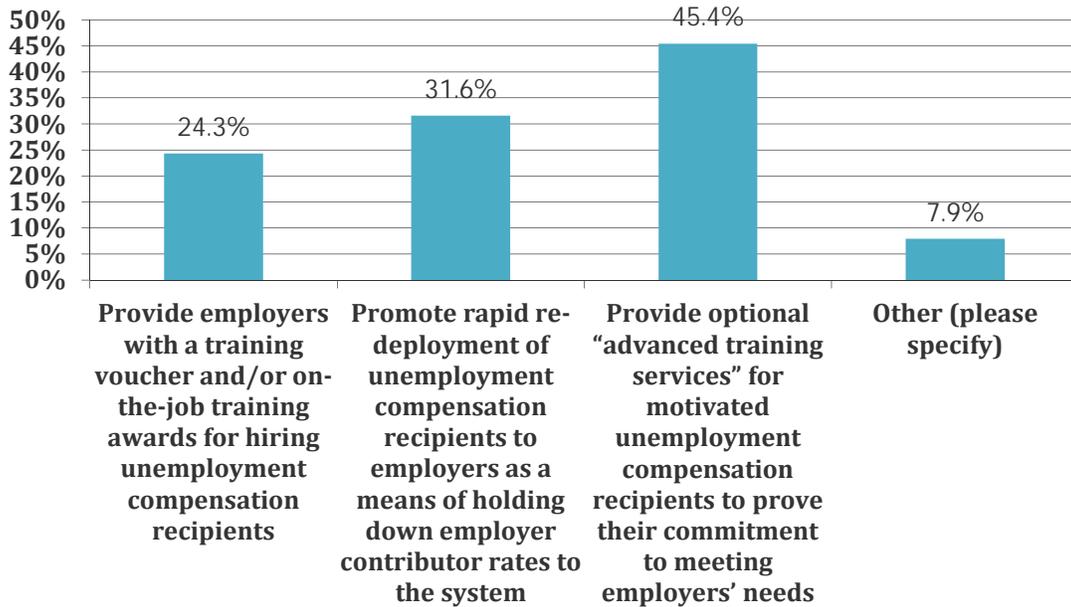
**19. Findings from recent employer input sessions indicate that employers are increasingly using social media tools and industry sector-based resources to recruit talent. If the state could focus on one strategy to help employers with these tools, what would it be?**



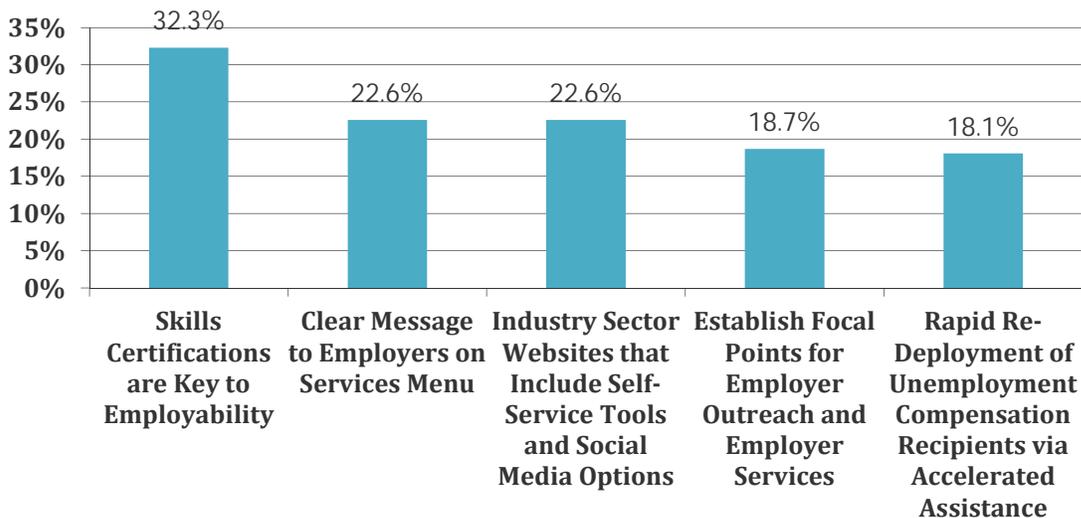
**20. Findings from recent employer input sessions indicate that Career Tech Centers and 2-year higher education institutions are focal points for employer engagement. If the state could focus on one strategy to strengthen these connections, what should it be?**



**21. Findings from recent employer input sessions indicate that there is a need for rapid redeployment of those individuals who are unemployment insurance recipients. If the state could focus on one strategy to address this, what should it be?**



**22. As you review the system "Building Blocks" detailed above, which do you view as the highest priority?**



## LEVEL 1 - INTRODUCTORY

### ADVANCED MANUFACTURING AND LOGISTICS

History of Manufacturing\*

History of Logistics\*

Introduction to Manufacturing\*

- Design
- Engineering
- Materials
- Processes/Equipment
- Quality Control\*
- Assembly
- Technologies\*
- Safety\*

Introduction to Logistics

- Material Handling
- Material Control Planning\*
- Shipping/Transportation
- Value Added Services
- The Importance of Safety/Product/People\*

Basic Business Principles:\*

- Profits and Losses
- Business Structure
- Marketing
- Operations
- Accounting/Finance

## LEVEL 2 - BASIC

### ADVANCED MANUFACTURING AND LOGISTICS

- Awareness of Process Flow Principles
- Systems Understanding
- Basic Machine Operation Skills\*
- Basic Mechanical Skills
- Basic Understanding of Tooling
- Basic Understanding of Machining\*
- Basic Understanding of Assembly Processes
- Basic Understanding of Materials\*
- Basic Electrical Skills

- Internal and Global Level Material Movement\*
- Basics of Inventory Principles\*
- Basics of MSDS\*
- Basics of Chart and Graph Reading
- General Understanding of Shipping / Receiving Processes\*
- Global Understanding of Markets\*

## LEVEL 3 - INTERMEDIATE

### ADVANCED MANUFACTURING

Concepts of:

- Quality Systems/Regulatory Testing (e.g., ISO/TS, FDA, etc.)\*
- Blueprints/Schematics\*
- Mfg. Instructions
- Teaming with Engineers/ Workforce
- Lean Mfg. Principles\*
- Facility Maintenance
- CNC Controls
- Engineering Principles
- Design Drawing & Interpretation

### LOGISTICS

Concepts of:

- Material Requirements Planning
- Process Design
- Quality Control\*
- Warehouse Logistics\*
- Outbound Shipping
- Outbound Processing
- Reverse Logistics\*
- Inventory Control\*
- Cost/Price Management
- Safety in the Workplace\*

## LEVEL 4 - INTERMEDIATE

### ADVANCED MANUFACTURING

Competence with:

- Variation Control Techniques\*
- Machine Controlling Devices
- Basic Statistical Process Control\*
- Information Technology on the Shop Floor
- Inventory Management\*

Working Knowledge of:

- Geometric Dimensioning and Tolerancing (GDT) Skills
- Shop Floor Metrics\*
- OSHA Regulations\*
- MSDS Requirements\*

### LOGISTICS

Competence with:

- Inventory Accountability\*
- Regulatory Compliance\*
- Intermodal Operators
- Import/Export Control\*
- Customs Procedures
- Transportation Management
- Order Management Systems\*
- MSDS Requirements\*
- Value Added Services\*

## LEVEL 5 - ADVANCED

### ADVANCED MANUFACTURING

- Ability to Use CAD/CAM Software
- Specific Knowledge of Process Testing and Quality Checks\*
- Specific Knowledge of Total Quality Systems\*
- Ability to Translate a Design into Requirements
- CNC Programming Skills\*
- Awareness of Regulatory Testing\*
- Ability to Read/Interpret Diagnostic Reports
- Understanding of Six Sigma Tools\*
- Understanding of Lean Mfg. Principles\*

### LOGISTICS

Understanding of:

- Import/Export Control Laws\*
- Regulatory Compliance\*
- Scheduling
- Lean Principles\*
- Six Sigma Tools\*
- Total Quality Management (TQM)\*
- Material Requirements Planning and Systemic Product Movement
- Process Designs, i.e. Stream Mapping and Process Flows
- Working Knowledge of Homeland Security and TSA regulations\*

## LEVEL 6 - MASTERY

### ADVANCED MANUFACTURING AND LOGISTICS ASSESSMENT LEVEL

- Safety & Environmental
- Production & Inventory Control Systems\*
- Six Sigma Tools
- Lean Manufacturing Principles
- Regulatory Compliance
- Total Quality Management (TQM)

### BASIC FOUNDATION

- Mathematics Skills (e.g., Time & Distance, Ratio Conversion, Weight & Balance)
- Computer Skills (e.g., Microsoft Office Suite, Search Engines)
- Communication Skills (e.g., Reading Comprehension, Writing, Speaking)
- Core Values & Ethics
- Chemistry Principles
- Basic Geography

### INTERMEDIATE FOUNDATION

- Mathematics Skills (e.g., Algebra I, Geometry)
- Basic Physics Principles
- Basic ERP System Understanding

### ADVANCED FOUNDATION

- Mathematics Skills (e.g., Algebra II, Trigonometry, Statistics)
- Computer Skills (e.g., Excel formulas and macros)
- Ability to Set and Achieve Goals for Both Workforce and Team
- Advanced Understanding of ERP Systems
- Principles of:
  - Business Law/Organizational Structure
  - Business Ethics
  - Basic HR/Management Skills
  - Leadership/Supervisor Skills

INDUSTRY RECOGNIZED CERTIFICATION

ASSOCIATE DEGREE

**CONEXUS**  
INDIANA

# Trends in Oklahoma Online Job Sites

# Oklahoma Online Job Sites | State of Oklahoma

- From 2008-2010 at the state level, the sites that showed the largest gain in share of job posting volume (among top sites) were Job Circle, Beyond.com and Career Mag; the largest decline in share was for Tulsa World and JobCentral

Job Sites, Oklahoma	2008		2009		Change	2010		Change
	Count	% of Sites	Count	% of Sites	2008-09	Count	% of Sites	2009-10
Craigslist	86,580	29.3%	84,691	31.0%	-2.2%	107,069	31.0%	26.4%
Beyond.com	1,156	0.4%	16,030	5.9%	1286.7%	36,287	10.5%	126.4%
Career Mag	2,289	0.8%	16,855	6.2%	636.3%	35,491	10.3%	110.6%
JobsOK	21,109	7.2%	20,794	7.6%	-1.5%	27,893	8.1%	34.1%
Tulsa World	38,615	13.1%	23,792	8.7%	-38.4%	22,879	6.6%	-3.8%
Monster	36,599	12.4%	19,626	7.2%	-46.4%	21,397	6.2%	9.0%
JOBcentral	40,248	13.6%	19,145	7.0%	-52.4%	20,784	6.0%	8.6%
CareerBuilder	21,062	7.1%	16,519	6.1%	-21.6%	17,030	4.9%	3.1%
Absolutely Health Care	4,916	1.7%	11,273	4.1%	129.3%	11,207	3.2%	-0.6%
JobCircle	2	0.0%	1,426	0.5%	NA	10,717	3.1%	651.5%
Retirement Jobs	8,590	2.9%	7,467	2.7%	-13.1%	9,787	2.8%	31.1%
Yahoo! HotJobs	11,561	3.9%	13,896	5.1%	20.2%	8,037	2.3%	-42.2%
Preferred Jobs	11,142	3.8%	7,422	2.7%	-33.4%	7,149	2.1%	-3.7%
Job.com	2,940	1.0%	4,900	1.8%	66.7%	4,967	1.4%	1.4%
Data Frenzy	8,421	2.9%	9,126	3.3%	8.4%	4,331	1.3%	-52.5%
<b>Totals</b>	<b>295,230</b>		<b>272,962</b>		<b>-7.5%</b>	<b>345,025</b>		<b>26.4%</b>

Source: Wanted Technologies Data, 2008-2010  
List based on top 15 job sites based on 2010 results

# Oklahoma Online Job Sites | Oklahoma City MSA

- In the Oklahoma City MSA, the highest percentage change in job posting volume 2010/2009 was for JobCircle (805.3%), Career Mag (181.9%), Lat Pro (174.8%) and Beyond.com (155.7%)

Job Sites, Oklahoma City	2008		2009		Change 2008-09		2010		Change 2009-10
	Count	% of Sites	Count						
Craigslist	42,471	37.7%	46,181	40.0%	8.7%		62,851	39.2%	36.1%
JobsOK	28,723	25.5%	20,427	17.7%	-28.9%		19,472	12.2%	-4.7%
Beyond.com	476	0.4%	5,372	4.6%	1028.6%		13,735	8.6%	155.7%
Career Mag	705	0.6%	4,731	4.1%	571.1%		13,339	8.3%	181.9%
JOBcentral	7,152	6.3%	8,210	7.1%	14.8%		10,981	6.9%	33.8%
Monster	10,683	9.5%	6,567	5.7%	-38.5%		8,081	5.0%	23.1%
CareerBuilder	8,677	7.7%	6,999	6.1%	-19.3%		7,992	5.0%	14.2%
JobCircle	0	NA	624	0.5%	NA		5,649	3.5%	805.3%
Preferred Jobs	1,729	1.5%	3,298	2.9%	90.7%		3,424	2.1%	3.8%
Lat Pro	88	0.1%	1,111	1.0%	NA		3,053	1.9%	174.8%
backpage	1,038	0.9%	1,628	1.4%	56.8%		2,973	1.9%	82.6%
Yahoo! HotJobs	4,477	4.0%	3,336	2.9%	-25.5%		2,691	1.7%	-19.3%
Retirement Jobs	867	0.8%	1,921	1.7%	121.6%		2,635	1.6%	37.2%
Job.com	3,326	3.0%	3,835	3.3%	15.3%		1,934	1.2%	-49.6%
Dice	2,241	2.0%	1,312	1.1%	-41.5%		1,322	0.8%	0.8%
<b>Totals</b>	<b>112,653</b>		<b>115,552</b>		<b>2.6%</b>		<b>160,132</b>		<b>38.6%</b>

# Oklahoma Online Job Sites | Lawton MSA

- From 2009 to 2010, in the Lawton MSA all sites except Beyond.com, Career Mag, backpage and Monster, showed a decline in job posting volume; with the steepest decreases in percent change for American Classifieds (-64.2%), Absolutely Health Care (-57.8%) and Employment Guide (-42.9%)

Job Sites, Lawton	2008		2009		Change	2010		Change
	Count	% of Sites	Count	% of Sites	2008-09	Count	% of Sites	2009-10
Craigslist	6,282	50.8%	6,034	44.1%	-3.9%	4,862	32.8%	-19.4%
Beyond.com	19	0.2%	763	5.6%	3915.8%	2,078	14.0%	172.3%
Career Mag	67	0.5%	713	5.2%	964.2%	1,666	11.2%	133.7%
backpage	0	0.0%	146	1.1%	NA	1,529	10.3%	947.3%
JOBcentral	608	4.9%	809	5.9%	33.1%	1,103	7.4%	36.3%
CareerBuilder	589	4.8%	571	4.2%	-3.1%	564	3.8%	-1.2%
Preferred Jobs	313	2.5%	588	4.3%	87.9%	527	3.6%	-10.4%
Job.com	434	3.5%	566	4.1%	30.4%	409	2.8%	-27.7%
Monster	576	4.7%	315	2.3%	-45.3%	384	2.6%	21.9%
USAJOBS	687	5.6%	624	4.6%	-9.2%	373	2.5%	-40.2%
Yahoo! HotJobs	353	2.9%	509	3.7%	44.2%	364	2.5%	-28.5%
American Classifieds	1,074	8.7%	853	6.2%	-20.6%	305	2.1%	-64.2%
Absolutely Health Care	578	4.7%	644	4.7%	11.4%	272	1.8%	-57.8%
Data Frenzy	523	4.2%	355	2.6%	-32.1%	272	1.8%	-23.4%
Employment Guide	271	2.2%	196	1.4%	NA	112	0.8%	-42.9%
<b>Totals</b>	<b>12,374</b>		<b>13,686</b>		<b>10.6%</b>	<b>14,820</b>		<b>8.3%</b>

# Oklahoma Online Job Sites | Tulsa MSA

- From 2008-2010, the fastest growing job sites for employment opportunities in the Tulsa MSA were Beyond.com, Career Mag and Workplace Diversity
- From 2009 to 2010, the greatest net increase in job posting volume was for Craigslist (+8,326), Beyond.com (+5,635), Career Mag (5,594) and Workplace Diversity (+3,006)

Job Sites, Tulsa	2008		2009		Change 2008-09		2010		Change 2009-10	
	Count	% of Sites	Count	% of Sites	Count	%	Count	% of Sites	Count	%
Craigslist	26,448	23.7%	27,662	32.5%	1,214	4.6%	35,988	32.7%	8,326	30.1%
Tulsa World	39,593	35.6%	18,708	22.0%	-20,885	-52.7%	20,445	18.6%	-18,683	-9.3%
Beyond.com	305	0.3%	4,593	5.4%	4,288	1405.9%	10,228	9.3%	5,635	122.7%
Career Mag	775	0.7%	4,121	4.8%	3,346	431.7%	9,715	8.8%	5,594	135.7%
JOBcentral	6,747	6.1%	5,317	6.2%	-1,430	-21.2%	7,664	7.0%	2,347	44.1%
CareerBuilder	7,848	7.0%	5,901	6.9%	-1,947	-24.8%	5,513	5.0%	-488	-6.6%
Monster	9,042	8.1%	3,959	4.7%	-5,083	-56.2%	4,952	4.5%	993	25.1%
Workplace Diversity	40	0.0%	1,245	1.5%	1,205	3012.5%	4,251	3.9%	3,006	241.4%
Nation Job	4,028	3.6%	2,251	2.6%	-1,777	-44.1%	2,123	1.9%	-115	-5.7%
Yahoo! HotJobs	4,155	3.7%	2,461	2.9%	-1,694	-40.8%	1,931	1.8%	-530	-21.5%
Preferred Jobs	1,559	1.4%	2,614	3.1%	1,055	67.7%	1,889	1.7%	275	-27.7%
Job News USA	3,489	3.1%	1,022	1.2%	-2,467	-70.7%	1,864	1.7%	842	82.4%
Retirement Jobs	1,028	0.9%	1,608	1.9%	580	NA	1,306	1.2%	168	-18.8%
Job.com	2,967	2.7%	2,623	3.1%	-344	-11.6%	1,202	1.1%	-1,421	-54.2%
Dice	3,341	3.0%	1,053	1.2%	-2,288	-68.5%	1,009	0.9%	-54	-4.2%
<b>Totals</b>	<b>111,365</b>		<b>85,138</b>		<b>-26,227</b>	<b>-23.6%</b>	<b>110,080</b>		<b>24,942</b>	<b>29.3%</b>

Source: Wanted Technologies Data, 2008-2010  
List based on top 15 job sites based on 2010 results