

Workforce Performance Measures: Targeted Sectors
April 24, 2014, 1:00 p.m. to 3:00 p.m.
Follow-up Notes and Action Items

Targeted Sectors: Opportunities and Expectations (Lisa Nisenfeld)

Regions focus on priorities, instead of trying to be all things to all people

- One way is to focus on sectors
- Bring groups together; listen to businesses in a single sector; try to meet their needs.

Two things that need to happen:

1. Determine measures, holding accountable to some standard (not yet specified)
2. Develop the cookie cutter, or a set of them...maybe eight things that you can measure, and we could say in an RFP that "you can choose five of them"

Could be a single outcome, or could be a measure of achieving a process, or the need to meet X of Y possible criteria in a priority industry

Other points to consider:

- Sector strategies have a life span; year one of the life span is this (conversation), not cranking people out of training
- Key part for measurement; make sure that taxpayer money spent responsibly, w.r.t. job seekers and employers both
- Placement into jobs of volume rather than quality is not necessarily the goal
- Local prerogative of training #s vs. \$s, need to honor that "we provide the framework, not the hammer"
- \$10 million for 2015-2017 biennium:
 - first year, \$5 for sector strategies
 - second year, \$5 million for special populations being trained for sector

The grid idea:

Each region will develop a list of priority (job seeker) customers -- e.g. core; TANF, Vets, other populations; people in whom we've invested training. Different types of jobs would also be prioritized across the top of the matrix. We're trying to fill the top priority jobs with the top priority job seekers.

Sector strategies is not just about helping companies fill jobs. It's about addressing jobs and addressing target populations. And the regions get to decide what the industries and the populations are.

Rough example of "the grid"

	Employer listing	Employer listing in target sector
Job seeker		
Job seeker, target population		
Job seeker, target population, training \$		

1:30 p.m.

Review Targeted Sectors Work Group Charter (Gail Krumenauer)

Before we get into detailed group conversations, I want to get all of us on the same page about targeted sectors, since not everyone in the group comes to this discussion with the same level of experience.

Targeted Sector: an industry – such as manufacturing or health care – that has been identified as key to the regional economy because of its size, concentration of employment, current or future growth opportunity, high-wage employment, or some other reason (or some combination of these and other reasons!)

Highlights from Targeted Sectors Work Group Charter

First –

- Since these specific sectors have been selected, there should be some “targeted” efforts towards them, things like:
 - increased level of service to employers in targeted industries
 - increased knowledge about the needs of targeted industry employers by staff who work to place job seekers
 - increased satisfaction with level and quality of service given to targeted industry employers

None of these are requirements or mandates at this point, they’re just general ideas about the types of issues we need to explore. We need to make determinations about what those targeted efforts should be.

Second –

- We need to find a way to measure our workforce system services to targeted sectors
- As the charter mentions, we need to find some measure or set of measures that can be used consistently across different regions with different targeted sectors (see reference sheet for 2012 sectors by region).
- At one point, Shalee and I worked with a group on a similar effort. We started by taking a look just at some industry-based existing data that was available (see dashboard reference sheet)
 - Review old sector strategies dashboard to get a sense of existing data sources
 - We’re departing from this concept – but where do we go?

We are tasked with specifically measuring the yet-to-be determined targeted efforts we outline.

1:45 p.m.

Group Discussion: What do we mean by Targeted Sectors?

Nick Knudsen (WSI):

Sector approach: convene with employers to find “pain points” that aren’t obvious in data; invest strategically in areas where there is growth and need. Streamline training and employment services – example: regional eligible training list, edited to

Manufacturing:

1. convened employers
2. made workforce plan (three goals: increasing pipeline of mfg workers (youth and CTE focus); find skilled workers now (use WorkSource to develop pool of qualified workers to be referred); incumbent workers to “lean up”)
 - a. Goal of 2,000 people in the pool for “finding skilled workers now”

Health care: just convening; starting with long-term care (going one sub-sector at a time), with turnover problem; don’t know how to overcome image problem; want to work on messaging

Pam Ferrara (JGI): advanced manufacturing and natural resources are targeted “pain points” in manufacturing is small metals employers

- Focus on incumbent worker training
- Also working on a soft skills training

Difficulty in food manufacturing: essential regionally, but low-wage jobs (also true of natural resources).

DHS SNAP (Belit): First goal is getting the first job ... but then they need to move up. 30% of SNAP people are working ... but can't get out of low-wage jobs.

DHS TANF (Jennifer): Get a job, any job. Benefits for TANF are very low. Trying to look at people's broader education/job background ...

2:15 p.m.

Group Discussion: Data and Measures

WSI Industry/Employer engagement model (five-step plan, Nick)

- Identify key sectors
- Employer survey of their needs
- Convene employers and develop plan
- Act

- Evaluate (this is where performance measures come in)
- ✓ Action item: Nick to send WSI engagement model materials and report to group by May 2. (done 4/25)

Karen: Both/and suggestion (talk about “in year 2-3 of your strategy, should be at phase 3, and the performance measures are phase 5”)

Graham: so instead of just measuring the outcomes (a final measure), measures could be that you’d be at a certain point in a process (mini benchmarks), and you could have data for it (e.g., “we completed phase 3 because we can document that we convened these 35 employers to talk about their pain points, which were x, y, and z).

Gail: picking up on the point of a customer satisfaction survey. Seems like a key point to do with employers (and maybe even targeted populations too). Step towards deeper employer engagement later; pulls together common themes to discuss and translate into a sector plan. Also gets us away from using any industry code based data for sectors – focus at the firm level.

Considerations of ways that surveys could be used as a measure (more satisfied? Greater gains in satisfaction after targeted efforts? more qualified candidates coming their way? What about targeted populations...more success in job seeking efforts or quality of job match when they’re referred? Just random thoughts...)

Would want to tie into customer satisfaction group that’s working parallel to us, to make sure we’re in step with their efforts, not diverging (Gail made initial inquiry on this).

- Action item: Gail to follow up with customer satisfaction group to see what they know to date about the format and questions on their surveys. Share details with Work Group.

Belit: in terms of serving targeted population, choose a population within a population (SNAP serves one in five Oregonians – one in five! – so need to pick a subset.)

Jennifer: a lot of assessment on past employment history, look for indicators of success, look at retention and recidivism (because average placement wage is less than \$11/hr, and you have to have at least one child to get TANF). So, much talk of living wage.

Karen: within SNAP population, do we know their previous occupation (PRISM match)

Graham: the “Nick phases” is a great way to measure the sectors, but there’s an added level of complexity with the targeted populations

Karen: need the phases approach for sectors, and then at a local level have the conversations about how to bring targeted populations into the job placement process

Nick: low-, mid-, and high-level pathways to get them into targeted occupations in an industry, so that all job seekers can access the industry. They work with a network of 26 local partner providers (youth, low-income residents, SNAP, etc., etc.).

John G.: What do other states do? Can we learn any best practices from other state models?

- Action item: Shalee to send information from other states – particularly Colorado – with the Work Group by May 2.

Next meeting date and time:

Wednesday, May 7, 1:30 p.m. to 3:30 p.m.