



2019 WORKFORCE ROADMAP:

Priorities for Systems Change in Workforce Development

INTRODUCTION

ACKNOWLEDGEMENTS

We would like to recognize our partners at Ohio TechNet and The Ohio Manufacturing Institute at The Ohio State University who contribute significantly to OMA's workforce strategy. We would also like to express our appreciation to the manufacturers, educators and workforce stakeholders who helped to identify the priorities and themes discussed in these pages.

RECOGNITION OF SUPPORT

We thank these organizations that provided leadership-level support for OMA's Workforce Services:



PURPOSE OF THIS ROADMAP

The roadmap is intended to document OMA's 2019 workforce services strategy and action steps to facilitate skill development and talent acquisition among Ohio manufacturers.

OMA uses this roadmap to help communicate its strategy and plans with stakeholder audiences in order to facilitate collaboration, execution and learning.

THE PROBLEM

Manufacturing is the top private sector for employment in Ohio.¹ And, it is growing.² The biggest constraint to this growth, however, continues to be a significant disparity between the number of available jobs in manufacturing and the number of qualified applicants for them. The talent gap is driven by—at least—these key factors:

- A shrinking labor pool and increasing baby boomer retirements
- Rapid technology change that requires training for today's systems and tomorrow's
- Competitive recruitment tactics from other sectors

In addition, manufacturing is still suffering from the misperception (or lack of awareness altogether) among young people, their parents and educators that it is not a thriving industry with challenging career opportunities and competitive pay. Further severing the connection between the workforce and the manufacturing industry is the absence of an efficient statewide training and recruiting system that brings together manufacturers, educators, community leaders and the public workforce system.

Many industry leaders, post-secondary and K-12 institutions are still working in isolation, focusing on their individual niches rather than in a larger collective system. Regionally, while a growing number of Ohio manufacturers have implemented industry-led regional sector partnerships to address workforce challenges, many manufacturers are missing opportunities to collaborate with one another and with training providers to close the skill and talent gap. In order to meet the demands of the manufacturing sector and skill up the workforce, industry leaders must work with service and training providers to align local, regional and statewide assets to their requirements.

Partnerships like Ohio TechNet (OTN), a consortium of Ohio's post-secondary institutions focused on accelerating the readiness of adults for Ohio's manufacturing careers, are making incredible progress in this kind of alignment, and, as such, are an integral part of OMA's workforce strategy.

¹Source: Ohio Department of Job and Family Services, Office of Workforce Development, Ohio Labor Market Information, <http://ohiolmi.com/ces/lmr.htm>

²Source: Ohio Manufacturing Institute

THE SOLUTION

OMA has embraced Industry Sector Partnerships (sector partnerships), as a model for addressing workforce development challenges through collaboration. Sector partnerships put employers in the driver's seat and have demonstrated effectiveness across the country. Twenty-nine states have adopted state policies in support of sector partnerships.³ Manufacturers within a regional labor market work together to influence alignment around common solutions with education and training, economic and workforce development and community organizations. The key elements of sector partnerships include:

- Industry leadership (CEO/executive level) drives the agenda
- Manufacturers identify and collectively address priority workforce issues
- Workforce, economic development and education partners work as a system to meet industry needs
- All stakeholders pitch in to align resources and strengthen the community

Over the last two years, OMA has worked with manufacturers and their partners across the state to create a network of sector partnerships and to help establish partnerships where none exists. Through OMA's efforts, the network of sector partnerships is becoming a collective voice for—and system of—the manufacturing industry's workforce development priorities and solutions.

OMA does not seek to usurp any workforce activity underway, overtake any organizations or diminish existing efforts; it seeks to facilitate employer-led workforce development in Ohio's manufacturing industry where there are favorable conditions. For example, small- to medium-sized manufacturers are often unable to individually address their talent shortages, thus collaboration in outreach and alignment are critical to support the industry. OMA will help facilitate collaboration among partners with an eye toward eliminating duplicate services and creating alignment where the sector is fragmented, but not by fiat.

OMA has developed proven strategies and tools to assist parties in forming and operating sector partnerships to address the manufacturing talent shortage. This is systems-level change that is intended to ultimately lead to a more effective way for everyone to approach the workforce shortage:

- A machine operator who understands why he needs to spend time talking to young people and their parents about the job he loves—even though it makes him nervous to speak in front of groups.
- A high school math teacher who understands what great career opportunities exist within modern manufacturing and knows his students will someday be responsible for the safe assembly of an airplane engine.
- A CEO who believes her company's current and future profits are more secure when she engages her industry peers and education and workforce partners to develop common strategies.

³Source: National Skills Coalition. "Skills in the States: Sector Partnership Policy 50-State Scan." October 2017. <https://www.nationalskillscoalition.org/resources/publications/file/Sector-Partnership-Scan-1.pdf>

OMA'S APPROACH

EDUCATE AND ENGAGE

Through regional meetings, webinars, and an annual statewide summit, OMA has presented manufacturers information about the benefits of sector partnerships and showcased best practices in sector partnerships. Through it all, OMA has emphasized the importance of approaching the workforce problem from the systems level so that every program, every initiative and every individual can be working toward the same goal: a coordinated talent system that helps ensure that Ohio manufacturers have access to the skilled workforce they need today and tomorrow.

To this end, the OMA has formed three workforce committees:

- Leadership Committee, made up of OMA board member company representatives and invited industry leaders, charged with driving the OMA workforce agenda.
- Intermediary Committee, which includes a representative from each manufacturing sector partnership in Ohio.
- State Agency Committee, which includes representatives from the Governor's Office of Workforce Transformation, Ohio Department of Higher Education (ODHE), Ohio Department of Education (ODE), Ohio Department of Veterans Services, Ohio Development Services Agency, and the Ohio Department of Jobs and Family Services (ODJFS) and JobsOhio.

Through ongoing briefings and planning meetings, these committees and OMA collaborate and facilitate alignment with manufacturing industry requirements.

IMPLEMENT

Through online resources such as case studies, worksheets, webinars, and technical assistance, the OMA provides industry champions and their partners with tools to increase participation in, and impact of, industry sector partnerships. Together with the committees described above, these activities are designed to foster a network of sector partnerships that share best practices and work through challenges together. In 2019, the OMA will begin to measure sector partnership progress using Key Performance Indicators developed by the Leadership Committee (see Appendix).

IMPROVE

Drawing on the Baldrige 'Performance Excellence' framework, OMA is committed to helping manufacturers and manufacturing sector partnerships embrace continuous improvement by basing workforce programming on the dimensions of:

- Leadership
- Strategy
- Customers
- Measurement, analysis, and knowledge management
- Workforce
- Operations
- Results⁴

One way OMA has done this is through the Sector Partnership Self-Assessment tool, which asks sector partnerships to identify improvement plans in critical areas of success, as well as to benchmark best practices. Again, the idea is to embed a workforce system in Ohio, and not a disjointed set of unrelated programs.

⁴For more information on the 7 Baldrige Criteria, visit: <https://www.nist.gov/baldrige/baldrige-criteria-commentary>

SUMMARY OF PRIORITIES

At the 2017 Ohio Manufacturers' Workforce Summit, regional breakout sessions and follow-up surveys allowed participants to identify concerns and potential solutions. From those, four key themes emerged. These priorities continue to drive OMA's workforce strategy:

- **Leadership / Sector Partnership Capacity Building:** Through technical assistance and best practices sharing, increase industry champions' and partnerships' abilities to drive systems change
- **Policy Development:** Amplify the voice of manufacturers with lawmakers and public officials
- **Marketing and Communication:** Leverage the Making Ohio brand to elevate awareness and interest in manufacturing careers
- **Education Innovation:** Increase public/private collaborations that train and educate the manufacturing workforce of tomorrow

NEW IN 2019: THEMES

The OMA Workforce Community will continue to be organized around the four priorities described. However, based upon the evolving needs of the community, in 2019, the following themes will be reflected in each priority:

- **Industry-Recognized Credentials (and Industry-Recognized Apprenticeship):** Expand awareness and attainment of industry-recognized credentials by educating manufacturers, intermediaries, and education providers on the value of credentials; advocate for policies that award credit for credentials; and align earn-and-learn programs with credentials
- **Career Pathways:** Adopt statewide pathways to ensure that programs and initiatives are aligned with industry demand and offer predictable transitions for students
- **Partner Engagement:** Support industry champions and emerging sector partnerships as they ensure workforce, economic development, and education systems are fully engaged in sector partnership strategy
- **Fund Development and Sustainability:** Expand outreach to sponsors and philanthropic funders; build regional sector partnerships' ability to secure their own funding

PRIORITY 1 – LEADERSHIP/SECTOR PARTNERSHIP CAPACITY BUILDING

Through technical assistance and best practices sharing, increase industry champions’ and sector partnerships’ abilities to drive systems change.

STRATEGIC ACTIONS	STATUS
<p>Create a work process for manufacturer engagement that organizes and communicates available sector partnership assets and benefits to manufacturers while streamlining opportunities for manufacturers to provide feedback and shape programming.</p>	<p>COMPLETE OMA formed three standing committees representing key stakeholder groups: manufacturers (Leadership Committee), sector partnerships (Intermediary Committee), and their workforce, education, and economic development partners (State Agency Committee). This committee structure creates clear communication channels that put manufacturers front-and-center in decision making while simultaneously ensuring that information, resources, and best practices are shared with sector partnerships and workforce stakeholders.</p>
<p>Provide leadership training for industry champions participating in sector partnerships, including webinars on topics such as organizational governance and succession planning.</p>	<p>ONGOING The OMA supports industry champions with customized technical assistance and coaching. Additionally, webinars covering sector partnership strategic planning as well as education and work-based learning best practices are offered to the workforce community.</p>
<p>Create a structure and process for best practice sharing and networking across sector partnerships, intermediaries and other manufacturing workforce stakeholders.</p>	<p>ONGOING The Intermediary Committee meets regularly to share best practices and address Leadership Committee input and requests. This group also serves as subject matter experts for webinars and case studies which are available to the entire workforce community.</p>
<p>Provide webinars, workshops and events for sector partnerships and other workforce stakeholders.</p>	<p>ONGOING Webinars launched in 2018 will continue in 2019, focusing on topics prioritized by the workforce community at large. Eight webinars are planned in 2019.</p>
<p>Create and track sector partnership Key Performance Indicators.</p>	<p>ONGOING Working closely with the Leadership Committee, OMA developed Key Performance Indicators and began the process of collecting sector partnership data for benchmarking. Results will be available beginning in Q1 2019.</p>
<p>Create a process that will categorize sector partnerships by level of development. The purpose of this is to:</p> <ul style="list-style-type: none"> • Raise self-awareness of where a sector partnership is along a continuum of development • Facilitate continuous improvement • Introduce Baldrige concepts • Build capacity to think in systems and process terms vs. initiatives or programs • Provide technical assistance and networking to help partnerships advance 	<p>IN PROGRESS Categories were drafted in 2018. This will become a greater focus in 2019 as the OMA refines and communicates the process.</p>

NEW ACTIONS FOR 2019

- Educate manufacturers about the value and uses of industry-recognized credentials
- Provide training for leadership and intermediaries on how to customize and use statewide career pathways
- Educate industry champions on the role of various partners in sector partnerships and support emerging sector partnerships as they engage their local workforce development board, OhioMeansJobs staff, education partners, economic development agencies, community-based organizations, and other important stakeholders
- Support industry sector partnerships as they conduct opportunity scans in search of local funding sources

PRIORITY 2 – POLICY DEVELOPMENT

Amplify the voice of manufacturers with lawmakers and public officials.

STRATEGIC ACTIONS	STATUS
<p>Increase opportunities to leverage private investment with public and otherwise available funds. Conduct an ongoing opportunity scan for grant opportunities and leverage the roadmap to assess requests for support and partnership with external partners.</p>	<p>ONGOING In 2018, OMA partnered with Ohio TechNet and others to pursue grants from the U.S. DOL, the Joyce Foundation, and Strada Education Network, among others. Fund development continues to be a priority in 2019.</p>
<p>Develop policy papers for governor's administration and key public officials.</p>	<p>COMPLETE Policy recommendations were provided to both major-party gubernatorial candidates during the 2018 campaign. Policy recommendations have since been documented in <i>"Transforming the Ohio Manufacturing Workforce Development System."</i> OMA is now working with the DeWine administration to coordinate interests.</p>
<p>Work with state agencies and service providers to align funding and reduce duplication of services; continue coordinating the Leadership Committee, Intermediary Committee, and State Agency Committee. This will include periodic briefings and ad hoc meetings to address priorities, opportunities and issues.</p>	<p>ONGOING Through meetings of the State Agency Committee, the OMA was able to establish the Leadership Committee as an advisory council to the Ohio Department of Education's SuccessBound initiative. In addition, the OMA partnered with the ODHE to explore opportunities to improve student tracking and data collection. ODJFS provided matching funds to provide technical assistance to qualifying emerging sector partnerships.</p>
<p>Leverage OMA's advocacy expertise to amplify the voice of manufacturers; identify those areas where manufacturers' needs are not being considered and identify common barriers facing sector partnerships. Serve as the statewide advocate for manufacturing sector partnerships.</p>	<p>ONGOING The Leadership and Intermediary Committees offer a forum for OMA to collect this feedback, which is then shared with the State Agency Committee. In addition, members of the OMA workforce community provide feedback to their legislators and candidates, making sure they understand the issues that matter to manufacturers.</p>
<p>Position OMA's Leadership Committee as a statewide advisory board for education; centralize the source of manufacturers' and intermediaries' feedback and requests to education partners.</p>	<p>ONGOING The Leadership Committee has taken on this role for the ODE. In 2019, the OMA will continue to advocate for centralizing the flow of information using the committee structure.</p>

NEW ACTIONS FOR 2019

- Ensure manufacturers' preferred credentials are recognized by ODE and ODHE; explore opportunities to apply federal workforce funding to the cost of credentials
- Gain support of State Agency Committee and other key partners in the adoption of statewide manufacturing career pathways
- Engage local workforce development boards and OhioMeansJobs staff, as well as economic development and other public partners, in sector partnership activity
- Identify opportunities to tap into local workforce development and economic development funds and create alignment in local policies to address talent needs and sector partnership strategies

PRIORITY 3 – MARKETING AND COMMUNICATION

Leverage the Making Ohio image assets to elevate awareness and interest in manufacturing careers.

STRATEGIC ACTIONS	STATUS
<p>Create a plan to launch the Making Ohio brand assets beyond the 2017 pilot; include common practices, standards and messaging.</p>	<p>COMPLETE A revised Making Ohio website was launched in October 2018. Through it, OMA provides partnerships with a “How to Guide” and Making Ohio assets that can be used in local career awareness and recruiting initiatives. Those who are approved to receive the Making Ohio branded assets receive the results of OMA-commissioned market research conducted by Fahlgren Mortine that explore working-age Ohioans’ attitudes about manufacturing careers. In 2019, OMA will continue to partner with Fahlgren Mortine to develop regional marketing assets as funding is secured.</p>
<p>Explore opportunities to attract underrepresented populations to the manufacturing industry including women, disabled and veterans.</p> <ul style="list-style-type: none"> • Partner with the National Association of Manufacturers (NAM) to create Ohio-specific campaign for women • Partner where practical with NAM’s Creators Wanted initiative 	<p>IN PROGRESS The OMA is working with Ohio TechNet to launch open-education resources for engaging women in manufacturing through the OMA SkillsCommons.org portal. Other efforts to engage targeted populations will be evaluated in 2019.</p>
<p>Create processes and operations to monitor and measure the impact of the Making Ohio campaign</p> <ul style="list-style-type: none"> • Provide technical assistance to regional partnerships interested in using Making Ohio assets; create a playbook to guide effective use of campaign assets • Collect analytics through website and social media platforms • Execute social media campaigns to targeted populations • Train regional partners (including human resources representatives, college navigators, guidance counselors, and workforce service providers) to gather data about job seekers through their outreach efforts • Define metrics of success, e.g. tracking enrollment in education and training programs related to manufacturing 	<p>IN PROGRESS The Making Ohio asset application includes a request to report outcomes and a commitment to provide data following the campaign; the OMA expects partners to provide case studies and quantitative results of their marketing efforts. At the same time, JobsOhio and the Mahoning Valley Manufacturers Coalition are investing in early efforts to launch strategic campaigns at the regional level. Results and related processes will be recorded and available for use by other partners.</p>

NEW ACTIONS FOR 2019

- Where applicable, include information about industry-recognized credentials in the job profiles and career pathways on MakingOhio.com
- Update career pathways content on MakingOhio.com to reflect statewide manufacturing career pathways
- Encourage sector partnerships to engage their partners in deploying regional Making Ohio campaigns
- Explore growing sponsorships to fund outreach initiatives

PRIORITY 4 – EDUCATION INNOVATION

Increase in public/private collaborations to train and educate the manufacturing workforce of tomorrow.

STRATEGIC ACTIONS	STATUS
<p>Continue to support Ohio TechNet and its education, workforce and industry partners as it engages employers, accelerates learning, expands work-based learning and provides supportive services for adults interested in manufacturing careers. Foster innovative collaborations among higher education institutions (high school, career tech, community college and universities) and industry that facilitate upskilling and degree or credential attainment of Ohioans aligned to in-demand manufacturing careers.</p>	<p>ONGOING OMA worked closely with OTN throughout 2018 and will continue to do so in 2019. Most notably, the organizations partnered to submit a \$12 million grant application to the U.S. DOL. If awarded, the grant will support the expansion of the OMA’s workforce community and the use of Industry Recognized Apprenticeship Programs (IRAP) across the state. OTN is strategically expanding to include other segments of the education system (beyond higher education) and to encourage statewide collaboration among training providers.</p>
<p>Engage education providers (K-16) in industry-led sector partnerships and increase alignment between employer needs and available programs</p> <ul style="list-style-type: none"> • Develop metrics to measure program alignment to industry needs • Improve best practice and resource sharing among providers • Create template(s) for capturing/sharing best practices • Adopt, curate, and promote Skills Commons resources 	<p>IN PROGRESS Initial metrics were identified and included in the Key Performance Indicators developed by the Leadership Committee, and a sub-committee worked with OTN to curate the best-of-the-best resources available for the Skills Commons portal. The OMA will work with OTN and others to determine the best process for collecting and recording performance metrics and additional best practices and resources.</p>
<p>Form action teams/committees to develop and implement work-based, project-based, and experiential learning for students of all ages, which may include the following based upon the priorities of local sector partnerships:</p> <ul style="list-style-type: none"> • Apprenticeships and other forms of innovative ‘earn and learn’ models (e.g. create resource map of existing manufacturing apprenticeships and apprenticeship / earn and learn resources) • Internships • Summer camps • MakerMinded program 	<p>IN PROGRESS In 2018, OMA and its partners explored and documented various ‘earn and learn’ models to further investigate and perhaps implement in 2019. The focus of OMA’s action teams in 2019 will be contingent upon the successful receipt of the U.S. DOL IRAP grant.</p>

NEW ACTIONS FOR 2019

- Establish processes to award college credit for industry-recognized credentials and to provide on-the-job training aligned to them as well
- Work with ODE, ODHE, and local education providers to align manufacturing curricula to statewide manufacturing career pathways
- Encourage K-12 and post-secondary institutions to engage with Ohio TechNet and join their local sector partnerships
- Support collaborative relationships between sector partnerships and education providers related to philanthropic and grant-funded programs

CALL TO ACTION

While OMA is committed to making Ohio the recognized national leader in talent development, there are a number of actions any interested party can take. Please consider doing one or more of the following:

- Email workforce@ohiomfg.com to opt in to the Workforce Community to receive ongoing information, including webinar announcements
- Join your [local sector partnership](#)
- Request access to the Making Ohio image assets by visiting makingohio.com/partners
- Become a sponsor of OMA's workforce initiatives. Contact Dan Noreen, Managing Director, Development at dnoreen@ohiomfg.com
- Explore the sector partnership tools available at www.ohiomfg.com/workforce-services
- Contribute a [case study](#)
- Participate in an [upcoming webinar](#)

APPENDIX

Key Performance Indicators: Priorities for Systems Change in Workforce Development.

PRIORITY 1 – LEADERSHIP/ SECTORS PARTNERSHIP CAPACITY BUILDING	PRIORITY 2 – POLICY DEVELOPMENT	PRIORITY 3 – MARKETING AND COMMUNICATION	PRIORITY 4 – EDUCATION INNOVATION
Through technical assistance and best practice sharing, increase industry champions' and sector partnerships' abilities to drive systems change.	Amplify the voice of manufacturers with lawmakers and public officials.	Leverage the Making Ohio brand to elevate awareness and interest in manufacturing careers.	Increase in public/private collaborations to train and educate the manufacturing workforce of tomorrow.
Number of sector partnerships <i>(OMA data point)</i>	Number of interactions with state leaders <i>(Intermediary and member surveys)</i>	Creation of best practices repository on ohiofmfg.com <i>(OMA data point)</i>	New or revised training programs aligned to manufacturer needs <i>(Intermediary survey)</i>
County coverage <i>(OMA data point, Intermediary survey)</i>	Inclusion of funding for sector partnerships in state budget	<ul style="list-style-type: none"> • Increased traffic to website • Increased social media activity <i>(Data points to be provided by Park Bench Digital, et. al.)</i>	Number of students enrolled in prioritized occupational training programs: <ul style="list-style-type: none"> • OTN programs (credit and non-credit) • Ohio Technical Center adult programs • K-12 <i>(Data point collection piloted in cooperation with ODHE/ODE)</i>
Number of manufacturers involved <i>(Intermediary survey)</i>	Development of policy papers for key candidates and public officials <i>(OMA data point)</i>	Number of students/ potential applicants engaged through: <ul style="list-style-type: none"> • Speaking engagements • Tours • Summer camps • MakerMinded • Robotics competition • MFG Day • Other <i>(Intermediary survey)</i>	Number of industry-recognized credentials <i>(NAM Student Clearinghouse)</i>
Number and composition of partner members <i>(Intermediary survey)</i>	Joint projects/grants supporting sector partnerships <i>(OMA data point and Intermediary survey)</i>		Number of work-based, project-based, and experiential learning opportunities <ul style="list-style-type: none"> • Apprenticeships • Internships • Summer camps • MakerMinded program <i>(Intermediary, member survey)</i>
Manufacturer Investment <i>(Intermediary and member surveys)</i> <ul style="list-style-type: none"> • Financial • In-kind 			Enrollment, completion, and wage data <i>(Provided by education partners)</i>



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