

# STATE OF MARYLAND INTEGRATED WORKFORCE PLAN

## *Section I: State Workforce Strategic Plan*

For the Workforce Investment Act and Wagner Peyser Act,  
July 1, 2012 through June 30, 2017



**Maryland Department of Labor, Licensing and Regulation**  
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**Table of Contents**

<b>Governor O'Malley's Vision</b>	<b>2</b>
Jobs and Skills Attainment	2
Enhanced Collaboration	4
Aligning Efforts Among Workforce Development Partners	4
<b>State of the State: Maryland's Economic and Workforce Information Analysis</b>	<b>8</b>
Assessment of Current Situation and Projected Trends	8
Trends Related to Specific Industries and Occupations	10
Description of Major Economic Regions or Industrial/Occupational Sectors	11
Assessment of Workforce Skills and Knowledge Individuals Need to Find Current and Future Employment	13
Diverse Sub-Populations	14
Workplace Essential Skills Analysis	15
<b>State Strategies</b>	<b>19</b>
Cross-Program Strategies	19
Partnerships	25
Leveraging Resources	31
Policy Alignment	32
<b>Desired Outcomes</b>	<b>34</b>
State Strategies to Measure the Progress on State and Local Performance Measures	34
Table: WIA/W-P Performance Indicators and Goals	35

### **Governor O'Malley's Vision**

*This portion of the Integrated Workforce Plan must describe the governor's strategic vision for the state's economy and overarching goals for the state's workforce system. This vision should provide the strategic direction for the state workforce system and guide investments in workforce preparation, skill development, education and training, and major initiatives supporting the governor's vision. The plan also must specifically address the governor's vision for aligning efforts among workforce development partners to achieve accessible, seamless, integrated, and comprehensive service, and how programs and activities described in the plan will support the state's economic development needs and the employment and training needs of all working-age youth and adults in the state.*

#### **JOBS AND SKILLS ATTAINMENT**

Governor O'Malley's workforce vision is embedded in the principal that Maryland's economic prosperity is directly tied to the education and skill level of the State's workforce. Job creation and skills attainment are critical to the O'Malley-Brown Administration and fall squarely within its four top priorities - opportunity, security, sustainability and health.

Governor O'Malley's strategic priority of "opportunity" is measured through the following two key goals related to jobs and education:

1. Jobs: Recover 100% of the jobs lost during the Great Recession by the end of FY 2014; and
2. Education: Improve student achievement and school, college and career readiness in Maryland by 25% by the end of 2015.

These key goals directly impact this Integrated State Plan.

Maryland's workforce development system provides a common platform on which business, education, economic development, and community stakeholders share a vested interest in workforce collaboration and provide creative opportunities and programs that support and grow our State's economy through

job growth. The diverse partnership will assist Maryland in its quest to meet the needs and expectations of its businesses while growing the skills and knowledge of its citizens.

To reinforce its efforts to support job growth, better position the State to compete in the emerging economy, and stimulate economic prosperity, the Administration set a third "opportunity" goal of increasing the number of Marylanders who receive at least two years of post-secondary education and skills training by 20% before 2018.

The Governor's umbrella initiative designed to drive success of the 20% by 2018 goal is named the *Skills2Compete (S2C) Maryland*. The initiative was first launched in 2010 to meet the increased demand for workers in the middle skills economy. S2C demonstrates a significant shift towards a more integrated, training focused, and data driven system.

Specifically, S2C Maryland:

- Defines a single measurable statewide post-secondary goal for skills attainment, as publicly articulated by the Governor;
- Provides a platform for cross-agency alignment and accountability for the Governor's goal across a full range of the State human capital programs;
- Counts a diversity of skills outcomes as potential markers of success, not just

# Integrated Workforce Plan

## Section I: State Workforce Strategic Plan

degree completion, but also attainment of other post-secondary industry recognized certificates;

- Includes a system of cross agency data collection and reporting that allows the Governor to monitor, in real time, the Administration's progress toward his 20% by 2018 goal.

The 20% by 2018 is an extension of the original S2C goal, which measured partners' agency success in increasing the number of Marylanders who received at least two years of post-secondary education and skills training by 20% by December 2012. Outcomes from this goal highlight that Maryland has increased the number of skills completers by 24.5 % over the baseline year of 2009, exceeding the 20% goal.

In addition to extending the skills goal to 2018, Governor's O'Malley charged the Department of Labor, Licensing and Regulation (DLLR), the Division of Workforce Development and Adult Learning (DWDAL), in collaboration with the Governor's Workforce Investment Board (GWIB), with developing a more robust workforce development strategy for moving forward. The creation of this strategy and accompanying new skills goal will center on the strategic targeting of industries with identified skills gaps including advanced manufacturing, construction, cybersecurity, and health care. The basis of the strategy will be the Maryland Employment Advancement Right Now (EARN) Program.

Maryland EARN marks the next step in furtherance of the S2C skills goal. For the past five years, the work of the GWIB has created sound policy for EARN through its Center for Industry Initiatives, fueled by a \$1M U.S. Department of Labor Employment and Training Administration grant. Funds from this grant were used to develop a sector driven approach to assess workforce demand in four critical industries - advanced manufacturing, construction, cybersecurity, and health care. As

a culmination of this work, during the September 2012 Quarterly Board meeting, the Governor's Workforce Investment Board formally endorsed a motion to ask the Governor for \$2.5 million of the FY14 budget to fund a sector strategies training program, now EARN.

Maryland EARN (HB 227/SB278), will provide funding through a competitive grant process managed by DWDAL. The purpose is to fund workforce training collaborations between local government, business, education, and the non-profit community. EARN's biggest innovation capitalizes on the Center for Industry Initiative foundation by mandating strategic industry-led partnerships and collaborative training strategies in sectors of the economy where data-identified skills gaps are inhibiting economic growth. While four discreet industry sectors have been identified as EARN focus areas, there is a recognition of the unique regional differences within the State; and as such, DLLR expects to invest in training strategies that support labor market and business demand outside of the four target industries.

EARN is also distinct from other S2C initiatives because an additional component targets Maryland's harder-to-serve, lower income/lower skilled individuals, with the goal of providing the specific skills needed by the State's employers. EARN will encourage mobility for these most vulnerable job seekers in overcoming barriers to employment through job readiness training that includes occupational skills training development, GED preparation, transportation, child care, and literacy advancement. The foundation for this was laid through work performed under DWDAL's career pathways initiative, which recognizes that there are diverse on and off ramps within the workforce system, and that flexible, innovative training approaches are needed to "meet job seekers where they are" and to enhance the chances of success.

# Integrated Workforce Plan

## Section I: State Workforce Strategic Plan

Building off of the Governor's vision of enhanced collaboration, a taskforce of State agency partners including DLLR, DWDAL, GWIB, and representatives from Maryland Departments of Business and Economic Development (DBED), Higher Education Commission (MHEC) and State Department of Education (MSDE) are scheduled to begin meeting imminently to finalize specific goal language, develop outcome measures, and convene public-private partnerships in key sectors with identifiable skills.

### **ENHANCED COLLABORATION**

The O'Malley-Brown Administration's vision continues to encourage collaboration and resource sharing among state agency partners towards the creation of clear and sustainable pathways to employment to ensure there are "No spare Marylanders." Of significance, is the Governor's charge to enhance the existing partnership between DLLR, DWDAL and DBED. The cornerstone of this relationship is the notion that workforce development is economic development.

In support of Maryland EARN, DLLR, and DBED will develop an outreach plan to jointly market the program to targeted industries across the State. This will include a "tour" of relevant boards and commissions; a regional DLLR/DEBD summit, a joint media plan, and development of an integrated outreach plan.

Similarly, a broader joint outreach plan will be developed between the respective agencies that highlight the common missions of providing Marylanders with the skills and training needed to be successful, while providing employers with a trained workforce to be competitive. This joint outreach plan will include promoting Maryland Workforce Exchange (MWE); digital education, merging of social media; and new methods for business outreach.

DLLR, and DBED have a renewed commitment to act in as genuine partners in implementation of EARN, and in support both agency missions. This collaborative spirit as articulated by the Governor will foster the type of innovation that bolsters regional economic competitiveness within the State, while providing opportunities for Marylanders.

The Governor's vision for enhanced collaboration also includes partnerships with agencies providing services to special populations, including the Maryland Departments of Disabilities (DoD), Public Safety and Corrections Services (DPSCS), and Veterans Affairs (MDVA). Strengthening the collaboration between DLLR and the Maryland State Department of Education (MSDE) Career and Technical Education programs (CTE), through the implementation of strategies that support the development of career pathways by ensuring the alignment of CTE programming in Maryland's K-12 system with labor market demand, and establishing curricula that leads to industry recognized certification and credentials so that H.S. graduates are immediately employable and competitive in the marketplace upon graduation.

Partnerships with the Departments of Transportation (MDOT) and Transit Administration (MTA) have also been recently established and memoranda of understanding executed, around the development of upcoming job training programs that support construction and highway infrastructure, key industries critical to Maryland's economy.

### **ALIGNING EFFORTS AMONG WORKFORCE DEVELOPMENT PARTNERS**

Governor O'Malley believes that the integration of workforce development and economic development illustrate the revolutionary core principle that a successful public workforce development system is at the heart of successful economic development policy. This shift in thinking

# Integrated Workforce Plan

## Section I: State Workforce Strategic Plan

is changing the way in which public, private, faith-based, and community organizations work together to meet the needs of the businesses and citizens of Maryland.

The list below provides examples of a number of recent changes to the State's workforce development system that illustrate alignment among our workforce partners to meet the needs and expectation of our workforce system customers

- Executive Order 01.01.2004.60 broadened the scope of the Governor's Workforce Investment Board (**GWIB**) beyond the Federal Workforce Investment Act (WIA), to encompass all aspects of the workforce development system. GWIB was charged with identifying inefficiencies within the state's workforce development delivery system, developing improvement strategies, and reducing costs. GWIB's Interagency Workforce Committee (IWC), is coordinating this effort.
- GWIB reconstituted its board to be more reflective of the business landscape across the State. As membership changes, the board will continue its efforts to ensure that new members are high-level, private sector executives representative of the State's thirteen (13) targeted industry sectors. Board members were selected because of their industry expertise, business acumen, and their ability to influence others and bring resources to the workforce development system.
- GWIB's Center for Industry Initiatives (CII) serves as a national model for conducting a demand-driven approach to workforce development. The Center's industry-led, sector-based industry initiative process, engages business, government, and education leaders in the thirteen (13) targeted industry sectors in

order to address projected industry workforce needs and develop solutions to various workforce system challenges.

- GWIB's Interagency Workforce Committee, which consists of deputy and assistant secretaries of partner State agencies, works diligently to find avenues for collaboration that will help the State determine the best means of addressing workforce and economic issues, while ensuring the responses remain business-driven. As new members are appointed, every effort is made to ensure continued coordination by all the existing partner agencies. New partners may also be recruited to the Interagency Workforce Committee to ensure that future workforce related issues are addressed, such as workforce housing and transportation. As a result, partner agencies have begun working to eliminate duplication and reduce administrative costs. These savings are then redirected to fund direct service and programmatic activities. Furthermore, a critical function of the Interagency Workforce Committee is to respond to the workforce needs identified by GWIB's Industry Steering Committees.
- GWIB initiated an effort to identify and define priority industry sectors for Maryland. As a result, DLLR's Office of Workforce Information and Performance (OWIP), in conjunction with State-partnered agencies, and business and industry leaders, coordinated a process to develop common definitions for Maryland industry sectors.

The Division of Workforce Development and Adult Learning (DWDAL) at DLLR focus on workforce development, efficiently providing seamless services to its job seeker and business customers. DWDAL also provides individuals who have dropped out of high

## Integrated Workforce Plan

### Section I: State Workforce Strategic Plan

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school or who have been home schooled a robust educational path beginning with participation in Maryland's Adult Education and Literacy programs. Through these programs, a Maryland High School diploma can be obtained, affording the recipient increased opportunities for employment and post-secondary education. Correctional Education programs in the state help facilitate the successful re-entry of many incarcerated students into our communities every year. Around 700 inmates pass the GED and receive their high school diploma yearly. Many of these students and others who had a high school diploma before becoming incarcerated participate in occupational or college post-secondary programs. Continued expansion and improved efficiency in the coordination of partnerships at the local level enables the achievement of accessible, seamless, integrated, and comprehensive services for both job seekers and employers.

Local Workforce Investment Areas (**LWIAs**) have developed targeted service delivery strategies guided by the Governor's vision and utilizing labor market information that guides workforce preparation for high demand, high growth industries and occupations in Maryland. These efforts and the increasing coordination of information and resources with the Department of Business and Economic Development (**DBED**) support the state's economic development priorities through the alignment of employment and training opportunities for job seekers.

Maryland continues to work to more effectively align the planning and coordination of program efforts. The alignment of policies and the ongoing restructuring of staff duties and responsibilities is aiding the State with providing the appropriate level of oversight and guidance needed to realize this goal. The State has evaluated the need and has allocated resources to have dedicated project managers for our dislocated worker, business

and youth services program efforts. Each of these managers reports to the State's one-stop operations manager. The role of this position was realigned with the vision of the Governor to align efforts among workforce development partners to achieve accessible, seamless, integrated, and comprehensive service. The statewide one stop operations manager is responsible for providing guidance, technical assistance and oversight of one-stop operations throughout the State. To that end, the integration and coordination of resources within the one-stop including WIA, Wagner-Peyser, Veterans programs, etc are the cornerstone of our efforts. The State has implemented monthly and quarterly meetings with local one-stop operations leadership to discuss challenges and systems improvement. Joint conference calls and participation in workgroup efforts related to systems improvement and branding have provided a platform for dialogue and the management and resolution of issues.

As part of the cross regional initiatives of the state, The Mid-Atlantic Regional Collaborative (**MARC**) is a coalition committed to preserving the economic vitality of the District of Columbia, Maryland, and Virginia during Base Realignment and Closure (BRAC) activities. MARC is focused on building a globally competitive regional talent development system to drive and fuel regional prosperity. Although it was created in response to the 2005 BRAC initiative, MARC has become a sustainable collaborative that will outlast BRAC and continue on to provide a wealth of products and services and respond to new situations affecting our region's workforce and economy as they arise.

As an intergovernmental team of leaders from the District of Columbia, Maryland, and Virginia, MARC plays a key role in helping to plan, coordinate, and carry out key components of this region's broader economic recovery initiatives. The military, economic and workforce development

### Section I: State Workforce Strategic Plan

community, education system, business community, and local and regional governments have partnered with MARC to drive regional economic competitiveness, grow the job market, and create new opportunities for the region's workforce.

Building upon the success of the previously awarded BRAC National Emergency Grant, the MARC partners of Maryland, the District of Columbia and Virginia continue to collaborate and seek new projects to move forward in order to serve our BRAC-impacted populations and those that have been affected by the economic downturn. Although our region has fared better than most in weathering the turmoil associated with the uncertainty of the national economy, there are still areas that continue to be underserved. As U.S. Department of Defense (DoD) strategies transform the military via BRAC, the defense industry and Federal job markets offer a new and challenging opportunity for Maryland residents.

Although recruitment is currently in progress to fill thousands of these new positions, many individuals traditionally served by the workforce development system may not be considered competitive candidates. DLLR's goal for the \$7.6 million National Emergency Grant (NEG) is to develop integrated approaches to planning for, and responding to worker dislocations, while continuing to build an active pipeline of job seekers for future open positions. This project not only seeks to train individuals in the skills necessary to complete and submit a federal application, but also positions them to take advantage of the exciting opportunities in the federal contracting arena as well.



# Integrated Workforce Plan

## Section I: State Workforce Strategic Plan

### **State of the State: Maryland’s Economic and Workforce Information Analysis**

*The plan also must specifically address the governor’s vision for aligning efforts among workforce development partners to achieve accessible, seamless, integrated, and comprehensive service, and how programs and activities described in the plan will support the state’s economic development needs and the employment and training needs of all working-age youth and adults in the state.*

**ASSESSMENT OF CURRENT SITUATION AND PROJECTED TRENDS**

The past few years have been economically difficult times for the nation as well as for Maryland. As the national job market began to deteriorate in the latter months of 2007, Maryland’s market also began to weaken, though not as precipitously. By the time the recession, one which has been widely referred to as “The “Great Recession,” officially ended in June 2010, national payrolls had declined by 5.8%. In Maryland, the pace of job losses trailed at 3.4%. Very few industries were immune from the fallout, either experiencing actual job declines or deceleration in growth rates. As might be expected, job losses translated into rising unemployment.

By June 2010, the unemployment rate in Maryland had risen to 7.8%, but still remained well below the national average of 9.5%. The length and depth of the downturn has taken its toll on both businesses and workers. Businesses have had to “go lean” and workers have become jobseekers, finding themselves in a position of career planning a second time around. Economic rebuilding has been a tenuous and unsteady process; however, market conditions gradually began to show signs of improvement in 2011.

Based on reports from employers filing quarterly unemployment insurance tax reports, Maryland payroll employment averaged 2,479,122 in 2011, representing an increase of 24,704 jobs (1.0%) over the year. This gain marked the first net positive annual average job change since 2007. Nearly 21,000 jobs were added in the private sector and about 3,800 in government. Seven private sector aggregate industries posted gains; among those industries shedding jobs, rates of decline slowed over the year.

<b>Maryland Payroll Employment 2010 - 2011 Annual Averages</b>				
<b>Industry</b>	<b>Employment</b>		<b>Change 2010-2011</b>	
	<b>2010</b>	<b>2011</b>	<b>Numeric</b>	<b>Percent</b>
TOTAL EMPLOYMENT	2,454,418	2,479,122	24,704	1.0
Total Private Sector	1,970,310	1,991,203	20,893	1.1
Natural Resources & Mining	6,520	6,553	33	0.5
Construction	142,774	143,152	378	0.3
Manufacturing	115,086	113,049	-2,037	-1.8
Trade, Transportation & Utilities	434,661	439,656	4,995	1.1
Information	43,830	41,713	-2,117	-4.8
Financial Activities	138,000	136,487	-1,513	-1.1
Professional & Business Services	386,796	397,247	10,451	2.7
Education, Health Care & Social Assistance	385,013	391,842	6,829	1.8
Leisure & Hospitality	229,797	233,724	3,927	1.7
Other Services	87,759	87,771	12	0.0
Unclassified	74	9	-65	-87.8
Government	484,108	487,919	3,811	0.8

**Source: Quarterly Census of Employment & Wages**

## Integrated Workforce Plan

### Section I: State Workforce Strategic Plan

Employment change varied among industry sectors. Professional and Business Services, the state's second largest private aggregate sector, added the largest numbers of jobs and had the highest over the year expansion rate at 2.7%. Job gains in this sector were more than three times those recorded in 2010. Education, Health Care and Social Assistance, a sector which continued to expand throughout the recession, also grew at an above average rate, adding just over 6,800 positions in 2011. The consumer-sensitive Trade, Transportation, and Utilities industry, which had been shedding jobs for the last three years, posted job gains just shy of 5,000. Leisure and Hospitality also reversed its course, advancing by 1.7% to add 3,927 jobs. Construction netted 378 jobs, a small but nonetheless significant increase considering this industry's recent past performance. Employment in this sector declined substantially during the recession, causing the industry's private sector market share to drop from 9.0% in 2007 to 7.2% in 2010. Financial Activities, an industry central to the downturn, shed 1,513 jobs -- less than half the number lost in 2010. Manufacturing decreased by 2,037 -- a smaller loss than last year. This industry, which has been in a long term structural decline, has not added employment since the early 2000's; the recession exacerbated the trend. A few manufacturers, however, expanded over the year, including chemical manufacturing and machinery production. The relatively small Information sector declined by 4.8%, the highest rate of loss for any industry. Still, this represents a lower rate of decline than in the past two years.

Government has been a weak spot nationally in this post-recession period. State and local governments have been challenged by declining revenues, and the federal government has sought to reduce spending. Overall, the public sector in Maryland gained 3,811 positions. Federal Government increased by 4,586 positions, likely a result of the Base Realignment and Closure (BRAC) initiative, which brought thousands of Defense Department jobs to Maryland in 2011, and offset other federal losses. State government was little changed while local government employment fell by 830.

A more detailed look at industry dynamics in 2011 (combining both private and public employment) found that industries under the Professional and Business Services and the Education, Health Care and Social Assistance umbrellas figured prominently among growth industries.

<b>Maryland Detailed Industries with Large Gains 2010-2011</b>	
Professional & technical services *	4,214
Ambulatory health care services **	3,813
Administrative & support services *	3,642
Food services & drinking places	2,904
Hospitals **	1,888
General merchandise stores	1,740
Social assistance **	1,110
Executive, legislative & general government	871
Educational services **	869
Motor vehicle and parts dealers	819

**Source: Quarterly Census of Employment & Wages**

## Integrated Workforce Plan

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### Section I: State Workforce Strategic Plan

While the statewide job base remains below pre-recession levels, monthly job totals through June have been above year ago levels for the past twenty-five consecutive months. Expansion in business payrolls during 2011 boded well for Maryland jobseekers. Preliminary estimates for June 2012 show that there are currently 27,147 fewer unemployed Marylanders than in June 2010 (at the recession's end) and the unemployment rate has dropped by nearly a full percentage point to 6.9 percent. Unemployment indicators improved among all demographic groups.

Strong job growth, however, is still a missing ingredient in the current recovery. Short-term growth through 2013 will continue to proceed slowly, as most industries try to recoup their recessionary losses and establish a pattern of sustainable growth. Among the major industries, Professional and Business Services and Education, Health Care and Social Assistance industries, which when combined account for 4 out of every 10 jobs in Maryland's private sector economy, will continue to be the primary sources of "new" job generation, both anticipated to expand at rates well above the overall industry average. These two major sectors will also be the long term economic pacesetters.

Current demand reflected through job postings advertised online in the Maryland Workforce Exchange support growth forecasts in these two industries. Thus far in 2012, these industries have consistently ranked among the top job listing industries.

Current data as of July 29, 2012 shows that employers in Professional and Business Services are recruiting for close to 9,400 positions while, in Education, Health Care and Social Assistance, an estimated 9,050 listings have been posted online.

#### ***Trends related to specific industries and occupations***

The pace of the recovery will gradually begin to accelerate creating the possibility that a much more favorable outlook is to unfold in the long term. By 2020, expansion in Maryland's industrial base is expected to yield an additional 328,000 positions. Every major business sector, with the exception of manufacturing, is expected to contribute to this expansion.

The Education, Health Care and Social Assistance sector will expand at the fastest rate, adding the largest number of positions. Growth in Professional and Business Services will follow, with businesses engaged in computer systems design and management and consulting services leading the expansion. Gains in these industries are expected to increase the employment potential for systems software and applications developers, computer systems analysts, management analysts and market research analysts, among others.

Close to 27,000 jobs will be added in Trade, Transportation and Utilities. Within the industry, retail trade, transportation and warehousing will be the primary sources of expansion. In retail trade, 2 out of every 5 jobs will be created in food and beverage stores – an advance that will translate into increased opportunities for cashiers and retail managers.

In transportation and warehousing, gains will be highest in warehousing and storage and transit and ground passenger. Freight and material movers, hand packers, heavy truck drivers, and bus drivers are just some of the opportunities that will be created by anticipated growth in these industries.

Construction will also begin to regain its equilibrium, with forecasted employment gains of about 19,700. Special trade contractors, the largest of construction's subsectors, will be the primary source of

Integrated Workforce Plan

Section I: State Workforce Strategic Plan

job generator. Three out of every 4 jobs through 2020 will be created in this subsector which includes trades workers such as electricians, plumbers and carpenters.

In Leisure and Hospitality, food services and drinking places, an industry subsector which ranked fourth highest in job gains over the 2010-2011 period, will also perform well according to future predictions. While the occupations in this industry such as waitresses, food prep workers and cooks require limited education and compensation tends to be on the lower end of the wage spectrum, openings anticipated for supervisory/management positions in food prep and service provide workers with the opportunity to move up the career ladder.

**Description of major economic regions or Industrial/occupational sectors**

Although Maryland has identified other industry sector priorities, the Health Care and Social Assistance subsector has been and will continue to be a key economic driver in Maryland. Advancing at an annual rate of 3.4% since 2007 and adding an estimated 30,600 through 2011, the industry was virtually unscathed by the recent downturn. Gains in health care employment occurred in each of the state’s regions over this period -- an expansion which increased the market share of this industry in each regional economy. More than 50% of the Maryland’s Health Care and Social Assistance employment base in centered in the Baltimore Region.

Private Sector Health Care and Social Assistance Employment by Region 2007 and 2011				
Region	Employment		Share of Private Sector Employment	
	2007	2011	2007	2011
<b>Maryland</b>	<b>299,960</b>	<b>330,579</b>	<b>14.4</b>	<b>15.9</b>
Baltimore	167,795	184,570	16.3	18.8
Suburban	83,294	92,425	12.1	14.2
Southern Maryland	10,646	11,845	13.4	15.5
Western Maryland	16,083	17,386	17.7	19.8
Lower Shore	11,395	12,314	15.2	18.2
Upper Shore	9,118	9,851	13.4	15.7

Maryland’s Health Care and Social Assistance industry is poised for continued growth. Among the underlying factors expected to propel future expansion are the continuing technological advances in patient care, increasing emphasis on preventative care, and changing population demographics which show that Maryland’s 65+ population is expected to rise by more than 41% through 2020. Additionally, with federal health care reform at the forefront, in order to successfully implement reform and expand coverage to uninsured individuals, the demand in primary care utilization is expected to increase and additional workers will be needed.

## Integrated Workforce Plan

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### Section I: State Workforce Strategic Plan

In planning for future growth in Health Care and Social Assistance, we must be mindful not only of the quantitative aspects but, also, the qualitative aspects of industry demand. In order to move forward, the industry must be staffed with a stable pipeline of workers trained in the skills necessary to keep pace with changing industry technologies.

Maryland is quickly becoming the epicenter of CyberSecurity in the nation. The ongoing Base Realignment and Closure (BRAC) process and the recent decision to locate the U.S. Cyber Command at Fort George G. Meade in Anne Arundel County could potentially create more than 30,000 CyberSecurity jobs in Maryland. Maryland's strategic location creates an imperative for all workforce investment system partners- industry, education, workforce and economic development- to work together to support the development of a world-class workforce that is responsive to business (and military) demands. The CyberSecurity initiative broadened as the GWIB partnered with SAIC around the development of a CyberSecurity web portal that will be an extension of Skills2Compete website ~ [www.skills.maryland.gov/cyber](http://www.skills.maryland.gov/cyber).

Recognizing the significant and meaningful work already occurring in the State, the website will serve as a repository for existing education and training opportunities. Additionally, the site will be linked to the Department of Labor, Licensing and Regulation's Maryland Workforce Exchange (MWE), allowing for job seeking opportunities; and the Department of Business and Economic Development's (DBED) Cyber Maryland site. University of Maryland QUEST Interns are providing technical assistance related to development of the CyberSecurity web portal.

Additionally, the University System of Maryland (USM) released its report of the CyberSecurity Taskforce. The report examined the assets of USM in the area of CyberSecurity and evaluated the workforce needs of government agencies and private industry in this area. The Taskforce made five actionable and achievable recommendations, the first of which is working with the Governor's Workforce Investment Board to conduct a comprehensive and strategic workforce demand study of employers' needs within the industry.

# Integrated Workforce Plan

## Section I: State Workforce Strategic Plan

Occupations in Cybersecurity by Educational Requirement 2010-2020
Doctoral or Professional Degree
Computer and Information Research Scientists
Bachelor's Degree
Software Developers, Systems Software
Computer Systems Analysts
Computer Systems Analysts
Software Developers, Applications
Information Security Analysts, Web Developers, and Computer Network Architects
Computer and Information Systems Managers
Computer Programmers
Compliance Officers
Database Administrators
Computer Hardware Engineers
Electrical Engineers
Engineering Managers
Operations Research Analysts
Electronics Engineers, Except Computer
Some College, no degree
Computer Support Specialists
Associate Degree
Electrical and Electronic Engineering Technicians
Post Secondary Non-Degree Award
Audio and Video Equipment Technicians
High School Diploma
Computer Operators

### ***Assessment of workforce skills and knowledge individuals need to find current and future employment***

*An assessment of the workforce skills and knowledge individuals need to find current and future employment in the state, particularly those skills and knowledge identified by employers as necessary for economic growth in the state*

Long term industry projection forecasts indicate that nearly 30% of the anticipated expansion in Maryland's business payrolls through 2020 will be centered in Health Care and Social Assistance. Expanding at a rate of 27.1% through 2020 -- more than double the overall industry rate of 12.9% - - will create nearly 89,000 positions in the industry. All component industries within the sector -- ambulatory health care services, hospitals, nursing and residential care facilities and social assistance -- will contribute to this expansion. Ambulatory health care services, which includes

# Integrated Workforce Plan

## Section I: State Workforce Strategic Plan

physicians' and specialty practitioner offices, HMO medical centers, medical and diagnostic labs, and home health care services, among others, will be responsible for just over 40% of the sector's overall gain.

About three out of every four workers in the Health Care and Social Assistance sector are skilled practitioners such as internists, dieticians, pharmacists and RN's, technicians such as lab, cardio, clinical, and radiology techs and support staff such as nursing aides, medical assistants and OT/PT therapy assistants. Future demand, at varying levels, is anticipated in these and many more positions in the industry. Demand will arise not only from the need to fill new positions but, also, to fill vacancies which may occur when workers, particularly the aging boomers, leave their positions.

Math and Science are key educational building blocks in health care occupations. Training requirements and the basic skills sets are generally occupational specific. For workers, a sound education/training background and competency in basic workplace skills is essential in order to adapt to changing technologies and to acquire more sophisticated skills that leverage advancement.

*Maryland's population has grown at an annual rate of about 1.0 since 2000; currently, just over 5.8 million people make their home in Maryland. The median age of the population is 38.0 years, with about 43% of the residents falling within the prime working age group between the ages of 25 and 54. Just over 12% of Maryland's residents are in the 65 and over age group.*

### Occupations in Manufacturing

#### **Diverse Sub-Populations**

*A description of the characteristics and employment-related needs of the state's population, and diverse sub-populations, including those from racial, ethnic, linguistic groups, older persons, and individuals with disabilities. Based on the assessments above, an analysis of the skill and education gaps for all individuals within the state, particularly for those individuals targeted by the programs included in the Integrated Workforce Plan.*

Growth in Maryland's population has been fueled by expansion among minority groups. Currently, three out of every 10 Maryland residents are racial minorities; persons of Hispanic or Latino origin account for an estimated 8.4% of all residents. In 2010, nearly 14% of the statewide population was born outside of the United States, up from 9.8% in 2000. Among Maryland's foreign born working age (18-64) population, about 16% speak a language other than English at home. Spanish is the most commonly used language among this group. About 5% of Maryland's households are linguistically isolated, meaning that no one in the household over the age of 14 speaks English very well.

About 1 out of every 10 Maryland residents, or an estimated 581,200 persons, is classified as disabled, with more than half of the disabled population falling between the ages of 18 and 64. About 42% of this work-age group was employed according to recent counts compared to the employment ratio of about 75% for persons without disabilities.

During 2011, slightly over 3 million Marylanders, or 68% of the state's eligible work-age population were active in the labor market. Just under half of the labor force was female; more than a third were racial

## Integrated Workforce Plan

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### Section I: State Workforce Strategic Plan

minorities. Participants claiming Hispanic or Latino ethnicity made up about 8% of the 2011 workforce. An estimated 100,000 youth aged 16-19 were in the labor force; older persons aged 65 and over held a very small representation in the labor market, accounting for just 2.5% of all participants. During 2011, both minorities and youth were disproportionately represented among the unemployed. Minorities accounted for nearly 50% of the state's unemployed; youth, while comprising just 3.3% of the labor force represented a much higher 8.4% of all unemployed in 2011.

When looking at educational attainment levels of Maryland's workforce, those with a high school diploma or less accounted for about a third of all participants. Latest unemployment estimates show that the unemployment rate for participants in this group, at 9.7%, was significantly higher than that of 4.9% for participants who had attended some college or attained an associate or higher educational standing.

Workers with lower educational attainment levels, in particular, represent a source of untapped or underutilized workers that, if given skills/programmatic training opportunities can be readied for entry or reentry into the workforce. For many of the individuals in Maryland's target group populations, low educational attainment poses a significant employment barrier - a barrier which has kept them frozen in low skill, dead end jobs, unable to move into sustainable middle skills positions which offer better wages and opportunities for mobility and advancement.

#### ***Workplace Essential Skills Analysis***

*An analysis of the challenges associated with the state's population attaining the education, skills, and training needed to obtain employment. A discussion of the ability of Integrated Workforce Plan programs to meet the skill needs of employers in the state and close any skill gaps*

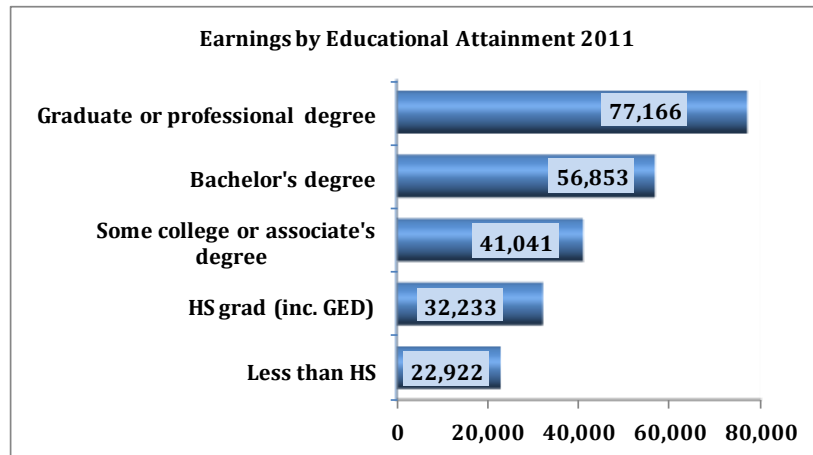
63% of Marylanders 's who will be in the workforce in 2020 are already working adults — long past the traditional high school-to-college pipeline in 2005. If we are to realize our state's full economic potential, educational access must reflect the demands of a 21st-century economy and the realities of the 21st-century workforce. Every Marylander must have the opportunity to earn the equivalent of at least two years of education or training past high school that leads to a vocational credential, industry certification, or one's first two years of college - available at whatever point and pace makes sense for individual workers and industries. We must further ensure that every Marylander has access to the basic skills needed to pursue such education. A four-year degree is not the only ticket to a stable economic future in Maryland. We need to make training our current workers and future workers for middle-skill jobs a key part of our education strategy.

Helping individuals to overcome the employment barriers posed by education deficits by providing them with the training necessary to move into middle skills jobs and establish a career pathway is a challenge which must be addressed. Recent statistics show that workers in "middle-skill" jobs average \$32,233 for high school grads (including GED) and are even higher, at \$41,041, for those with some college or an associate degree.



## Integrated Workforce Plan

### Section I: State Workforce Strategic Plan



Increasing the employment potential of individuals in targeted population groups is a "win-win" situation, providing those individuals with opportunities for growth and self-improvement and helping to fill a gap that has, and is expected to continue, to leave some employers unable to meet their workforce needs.

According to future employment projections:

#### Demand in "Middle-Skill" Occupations by 2020

- Just over 40% of all jobs in future Maryland's economy will fall into the "middle-skill" category
- 364,340 openings in "middle-skill" job market — those that require more than a high school diploma, but less than a four-year degree - are projected by 2020.
- In Maryland, only 37 percent of Maryland's workers likely have the education and training required to fill these positions.

#### Middle-Skill Jobs are a Vital Part of Our Workforce, but Skills Gap Looms

- Middle-skill jobs currently make up the largest segment of jobs in our economy, and will continue to do so for years to come.
- Many of these jobs pay well and their workers are the backbone of our communities: police officers, fire-fighters, nurses, electricians, and truck drivers. These are local, hands-on jobs, meaning they are unlikely to be outsourced to other countries.
- While these jobs will continue to thrive in Maryland, there is a deepening skills gap among our current workforce. As a result we are likely to see grave shortages in critical occupations, significantly limiting our potential for full economic recovery.

Maryland's Economic Recovery Tied to Preparing Workers Now for Future Jobs

## Integrated Workforce Plan

### Section I: State Workforce Strategic Plan

- As the state moves from recession into recovery, employers will likely once again face the challenge of finding qualities middle-skill workers – slowing the pace of economic growth.
- With rising unemployment in the state, the recession is precisely the right time to develop a strong middle-skill workforce. Economic downtime in Maryland should be used to invest in training.
- Maryland must ensure that its workforce has the necessary education and training to meet the labor demands of the future.

These are just a few of the 'middle-skill' occupations that will need to be filled:

**Projected Demand in Middle Skill Occupations**

Occupation	Employment 2010 -2020		Change 2010- 2020	Replacement Demand	Total Openings	Educational Requirement
Registered Nurses	49,335	62,425	13,090	8,930	22,020	Associate Degree
Preschool Teachers, Except Special Ed	7,515	8,650	1,135	1,955	3,090	
Radiologic Technologists and Technicians	4,550	5,800	1,250	705	1,955	
Paralegals and Legal Assistants	5,920	6,905	985	845	1,825	
Dental Hygienists	2,640	3,415	775	530	1,305	
Computer Support Specialists	15,635	18,415	2,780	4,105	6,885	Some college, no degree
Residential Advisors	3,385	4,090	705	1,285	1,990	
Private Detectives and Investigators	1,580	1,985	405	355	755	
Nursing Aides, Orderlies, and Attendants	31,645	39,435	7,795	4,080	11,875	Postsecondary
Licensed Practical/Vocational Nurses	11,885	14,655	2,775	3,170	5,945	
HVAC/Refrigeration Mech/ Installers	7,100	8,385	1,285	1,255	2,540	
Emergency Medical Techs/Paramedics	4,735	6,115	1,380	950	2,325	
Dental Assistants	5,005	6,175	1,170	1,050	2,220	

# Integrated Workforce Plan

## Section I: State Workforce Strategic Plan

Demand in Cybersecurity Occupations						
Occupation	Employment		Change	Replacement	Total	Educational Requirement
	2010	2020	2010-20	Demand	Openings	
Computer and Information Research Scientists	2,975	3,635	655	560	1,215	Doctoral or Professional Degree
Software Developers, Systems Software	14,025	19,035	5,010	1,460	6,470	Bachelor's Degree
Computer Systems Analysts	13,570	16,520	2,950	2,545	5,495	
Network and computer systems architects and administrators	9,400	12,095	2,695	1,590	4,285	
Software Developers, Applications	11,760	14,875	3,120	1,225	4,340	
Info Security Analysts, Web Developers & Computer Network Architects	10,975	13,585	2,610	1,620	4,235	
Computer and Information Systems Managers	9,790	11,820	2,030	1,495	3,520	
Computer Programmers	7,205	7,985	780	1,675	2,455	
Compliance Officers	5,675	7,025	1,345	685	2,035	
Electronics Engineers, Except Computer	4,750	5,340	590	1,145	1,735	
Database Administrators	3,260	4,295	1,030	550	1,580	
Computer Hardware Engineers	3,545	4,260	710	840	1,550	
Electrical Engineers	4,060	4,405	345	980	1,325	
Engineering Managers	4,370	4,815	445	850	1,295	
Operations Research Analysts	2,385	2,780	395	760	1,155	
Computer Support Specialists	15,635	18,415	2,780	4,105	6,885	
Electrical and Electronic Engineering Technicians	3,595	3,855	260	685	950	Associate Degree
Audio and Video Equipment Technicians	1,240	1,310	75	355	425	Post Secondary Non-Degree Award
Computer Operators	1,975	1,830	-145	190	190	High School Diploma

Demand in Manufacturing Occupations						
Occupation	Employment		Change	Replacement	Total	Educational Requirement
	2010	2020	2010-20	Demand	Openings	
First-Line Supervisors/Managers of Production and Operating Workers	6,560	6,490	-65	855	855	Postsecondary non-degree award
Prepress Technicians and Workers	935	795	-135	220	220	High school diploma or equivalent
Inspectors, Testers, Sorters, Samplers, and Weighers	4,515	4,775	260	985	1,245	
Team Assemblers	6,015	5,920	-95	1,190	1,190	
Welders, Cutters, Solderers, and Brazers	2,695	2,935	245	720	965	
Packaging and Filling Machine Operators and Tenders	3,620	3,690	70	595	665	
Machinists	2,665	2,765	100	490	590	
Printing Press Operators and Job Printers	2,805	2,755	-55	550	550	
Water and Liquid Waste Treatment Plant and System Operators	1,375	1,565	185	355	545	
Electrical and Electronic Equipment Assemblers	3,680	3,555	-125	530	530	
Computer-Controlled Machine Tool Operators, Metal and Plastic	1,015	1,155	140	195	335	
Print Binding and Finishing Workers	825	820	-5	280	280	
Cabinetmakers and Bench Carpenters	1,050	955	-95	260	260	
Extruding, Forming, Pressing & Compacting Mach. Setters, Oprs. & Tenders	1,105	1,010	-95	260	260	
Structural Metal Fabricators and Fitters	875	950	75	170	245	
Power Plant Operators	570	610	40	200	240	
Photographic Process Workers and Processing Machine Operators	930	770	-160	235	235	
Stationary Engineers and Boiler Operators	705	785	80	155	235	
Ophthalmic Laboratory Technicians	495	565	65	155	225	
Bakers	3,530	3,550	20	1,020	1,040	Less than high school
Laundry and Dry-Cleaning Workers	4,820	4,775	-45	915	915	
Butchers and Meat Cutters	2,060	2,285	230	595	825	
Helpers--Production Workers	4,710	4,645	-65	780	780	
Meat, Poultry, and Fish Cutters and Trimmers	835	945	110	240	355	

## State Strategies

*State Strategies the Integrated Workforce Plan must describe the key strategies the state intends to implement, based on its economic analysis, to achieve the governor's visions and goals. The plan must discuss integrated cross-program strategies or specific populations and sub-populations identified in the state's economic analysis.*

### Cross-Program Strategies

Maryland utilizes cross-program strategies to serve various populations, leverage funds, and maximize resources to support the Governor's vision and goals.

A number of initiatives have been created or enhanced to address the Governor's education, training, and job objectives. Each of these initiatives provides valuable collaboration that provides a focus on: individual target populations such as veterans, hard-to-serve, or individuals with disabilities; and/or industry sectors that have been identified as growth occupations and areas where education and skills building will be needed to fill positions.

The initiatives provide a concentrated approach that promotes program integration. The creation and use of a tool called Training Occupations List, which is also known as Occupations in Demand, helps with the overall deployment of the initiatives and subsequent success in meeting the Governor's goals.

*Goal 1: Recover jobs lost during the Great Recession*

*Goal 2: Improve student achievement and school, college and career readiness*

*Goal 3: Increase the number of Marylanders who receive at least two years of post-secondary education and skills training*

### **INITIATIVE: HEROES AT HOME**

#### **Priority of Service for Veterans and their eligible spouses**

In September 2012, GWIB members voted to support the Veterans Priority of Service policy as prescribed by the Jobs for Veterans Act. The Act assures that Maryland's veterans and eligible spouses are given priority to receive workforce services. Priority of service is an important acknowledgement of the sacrifices of the men and women who have served in the U.S. Armed Forces.

"Heroes at Home" envisions USDOL-funded employment and training, including the public workforce system, will identify, inform, and deliver comprehensive services to covered persons. Maryland Veterans will be afforded the opportunity to fill jobs that were lost during the Great Recession and recovered.

## Integrated Workforce Plan

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### Section I: State Workforce Strategic Plan

#### ***INITIATIVE: MARYLAND ENERGY SECTOR PARTNERSHIPS (MESP)***

##### ***Smart Green and Growing***

In January 2010, GWIB, Maryland's State Workforce Board, was awarded a three-year, \$5.8 million State Energy Sector Partnership Training Grant of the U.S. Department of Labor Employment and Training Administration for the MESP.

The MESP is a comprehensive and representative partnership between GWIB, DLLR, LWIBs, state cabinet officials, leaders in the energy efficiency and renewable energy industries, labor organizations, and the education community. The project provides training for both new and incumbent workers to ensure there is a pipeline of skilled workers for jobs in the emerging green economy.

This initiative supports the goals of recovering jobs lost and improving career readiness. Local Workforce Areas will continue the work done with this initiative and provide Individual Training Account funds to support individuals who are eligible and suitable for jobs in the emerging green economy.

#### ***INITIATIVE: Career Pathways***

In July 2010, DOLETA invited Maryland to join 10 other states, and two tribal regions, to participate in a Career Pathways implementation project through the award of a \$60,000 planning grant. DLLR, DWDAL, and GWIB are collaborating with the Upper Shore Workforce Investment Board in the development of a local implementation plan. The plan is designed to enable individuals to secure a job or advance in a demanding industry or occupation. This "systems approach" designed to provide integrated education, occupational training, and employment opportunities to adults, is based on articulated strategies that include the public workforce system, educational institutions, human service agencies, community-based organizations, and employers. Successful programs make extensive use of wraparound services, including subsidies for transportation, childcare, income supports, and other needs-related payments.

The Career Pathways Technical Assistance Initiative was designed to leverage the latest research and best practices in adult learning and workforce development to help states implement career pathway models that deliver training that integrates remedial education with occupational skills training; align state and local administrative policies to meet the needs of low-income workers for a wide range of supportive services; and strengthen effective partnerships with training providers, employers, community based organization (CBOs), and other stakeholders to ensure that the workforce development programs result in employment and career-enhancing credentials.

Strategies that support the development of career pathways include the alignment of Career & Technical Education (CTE) programming in Maryland's K-12 system with labor market demand, establishing curricula that leads to industry recognized certification and credentials so that H.S. graduates are immediately employable and competitive in the marketplace upon graduation. Maryland will continue the initiative through creative and innovative techniques that will have a deeper relationship such as placements in internships and pre-apprenticeships. We will have a partner collaborative team provide recommendations on the sustainability of this important initiative.

## Integrated Workforce Plan

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### Section I: State Workforce Strategic Plan

This initiative supports the goals of improve student achievement and increasing the number who receive at least two years of post-secondary education and skills training.

***INITIATIVE: Center for Industry Initiatives  
Governor's Workforce Investment Board***

The Governor's Workforce Investment Board (GWIB), as the State Workforce Board, is the Governor's chief policy making body for workforce development in the State of Maryland. GWIB is responsible for providing oversight of the state's workforce system, and for developing policies and strategies to meet the Governor's vision of preparing the workforce to meet the current and future demands of Maryland employers, while simultaneously equipping workers with the skills they need to succeed and compete in the workforce.

The GWIB is a business-led board of 45 members, a majority of whom represent the business community, as mandated by the Workforce Investment Act of 1998 (WIA). Other board members include the governor and the lieutenant governor, cabinet secretaries, college presidents, the state superintendent of schools, elected officials, labor, and representatives of nonprofit organizations.

The GWIB is involved in collaboratively supporting the development of policies and strategies to support the formation of a strategically aligned and coordinated workforce system. The GWIB brings leadership, partnership and support from a variety of venues to include education, business, public-private sector and government that bridges the historical gap between Workforce, employment and training programs and the Department of Business and Economic Development; and strategically aligns the Governor's vision, with defined yet collaborative roles. GWIB brings together and focuses the Local Workforce Investment Areas and various workforce development partners and other stakeholders on two key outcomes - a properly prepared workforce that meets the current and future demands of Maryland employers.

The GWIB actively participated in the development of the integrated plan to ensure strategic alignment of the Governor's plan, Workforce Development and Economic Development was reflected comprehensively in the plan. During the September 2012 Governor's Workforce Investment Board (GWIB) Quarterly Board Meeting, DLLR Deputy Secretary, Scott Jensen, presented an overview of industry partnerships as a regional strategy for supporting Maryland businesses to acquire the necessary human capital to remain competitive, as well as build worker skills. The Board agreed with this approach and endorsed a motion to ask the Governor to fund a Maryland Sector Strategies Initiative, now EARN.

GWIB has established the Center for Industry Initiatives to focus on these industry partnerships. This initiative supports the goals of recovering jobs, improving student achievement and increasing the number of Marylanders who receive at least two years of post-secondary education and skills training.

***INITIATIVE: Preparing for Health Care Reform 2020***

By 2020, roughly 360,000 newly insured individuals in Maryland will be using primary care services as a result of the Affordable Care (ACA) coverage expansion. In October 2010, GWIB was awarded a one-year, \$150,000 State Health Care Workforce Development Planning Grant from the U.S. Department of Health and Human Services, Health Resources and Services Administration (HHS-HRSA) through funding made available by the Affordable

## Integrated Workforce Plan

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### Section I: State Workforce Strategic Plan

Care Act. GWIB is working with the Governor's Health Care Reform Coordinating Council on implementing the strategic goals and objectives in the Health Care 2020 report to prepare Maryland for the expected increase in primary care utilization. The primary goal of the report is, "Comprehensive primary care workforce planning and analysis," with the first objective being "designation of a new or existing agency or organization with responsibility for primary care workforce data collection, analysis, and reporting." In concert with Dr. Jon Kromm, the Deputy Director of the Maryland Health Care Reform Office, the GWIB has been working to engage an independent entity to analyze existing state data to determine healthcare needs across Maryland. The grant established a high-level health care workforce steering committee, composed of GWIB Board Members, which undertook a rigorous planning process to develop a 10-year health care workforce expansion blueprint that will increase the Maryland's primary care workforce by 10 to 25% over a 10 year period. Grant partners in this initiative include the Governor's Health Care Reform Coordinating Council, MDMH, and staff from the Hilltop Institute at the University of Maryland Baltimore County.

The Health Steering Committee led to the creation of the CII, which was established with a \$1million grant from DOLETA. DOLETA recognized the demand-driven, industry-led approach as a model sector initiative to be replicated with other industries in Maryland.

The CII methodology involves a five-phase structured process for convening private and public sector stakeholders in high growth industries to develop goals, strategies, and deliverables that advance the workforce needs. Further, this methodology provides a working template to develop, implement, and sustain a demand-driven, industry sector approach for assessing and addressing industry workforce needs and issues. Since the inception of the CII, GWIB has worked collaboratively with State agency representatives to identify targeted industries critical to Maryland's economic development. State agency representatives involved in this process came from the Office of Workforce Information and Performance (OWIP) at DLLR, DBED, the LWIBs, MHEC, MSDE, and the Maryland Association of Community Colleges.

The targeted industries identified include Aerospace, BioSciences, Construction, CyberSecurity, Education, Energy, Finance, Information Technology, Health Care, Health Information Technology, Hospitality and Tourism, Manufacturing, Retail, and Transportation and Warehousing. The sectors we are focusing on are included in this list: CyberSecurity, Manufacturing, and Health Care.

GWIB's CII continues to connect the workforce needs of targeted industry sectors to the broader state workforce investment system. Maryland's industry initiatives are demand-driven processes that engage employers in defining demand and workforce issues and sets in motion regional partnerships among industry, education and government to respond to those issues. This initiative supports the goals of recovering jobs.

#### ***INITIATIVE: CyberSecurity Industry Governor's Workforce Investment Board***

GWIB launched its CyberSecurity Industry Initiative in November 2010 to respond to the emergence of the CyberSecurity industry in Maryland. Maryland is quickly becoming the epicenter of CyberSecurity in the nation. The ongoing Base Realignment and Closure (BRAC) process and the recent decision to locate the U.S. Cyber Command at Fort George G. Meade in Anne Arundel County could potentially create more than 30,000 CyberSecurity jobs in Maryland. Maryland's strategic location creates an imperative for all workforce investment system partners- industry, education, workforce and economic

## Integrated Workforce Plan

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### Section I: State Workforce Strategic Plan

development- to work together to support the development of a world-class workforce that is responsive to business (and military) demands. The CyberSecurity initiative broadened as the GWIB partnered with SAIC around the development of a CyberSecurity web portal that will be an extension of Skills2Compete website ~ [www.skills.maryland.gov/cyber](http://www.skills.maryland.gov/cyber).

Recognizing the significant and meaningful work already occurring in the State, the website will serve as a repository for existing education and training opportunities. Additionally, the site will be linked to the Department of Labor, Licensing and Regulation's Maryland Workforce Exchange (MWE), allowing for job seeking opportunities; and the Department of Business and Economic Development's (DBED) Cyber Maryland site. University of Maryland QUEST Interns are providing technical assistance related to development of the CyberSecurity web portal.

Additionally, the University System of Maryland (USM) released its report of the CyberSecurity Taskforce. The report examined the assets of USM in the area of CyberSecurity and evaluated the workforce needs of government agencies and private industry in this area. The Taskforce made five actionable and achievable recommendations, the first of which is "working with the Governor's Workforce Investment Board to conduct a comprehensive and strategic workforce demand study of employers' needs within the industry." The survey will be used to assess the type of skills needed for the CyberSecurity workforce, as well as anticipate the number of CyberSecurity employees needed in the short and long terms (demand). Further, without a more comprehensive and scientific survey, there is not enough data available to set specific and quantifiable goals on how USM degree production should be increased.

This initiative will be ongoing and supports the Governor's goals of recovering jobs, improving career readiness, and increasing the number of Marylanders who receive at least two years of post-secondary education and skills training.

#### ***INITIATIVE: Interagency Workforce Committee (IWC) Governor's Workforce Investment Board***

This standing committee's goal is to ensure coordination and communication across all State agencies that have an investment in developing Maryland's workforce. The IWC, in addition to their defined role to expand cooperation, collaboration, and communication among governmental departments, has supported the Emerging Workforce Committee's work implementing the Universal Design best practices. The IWC also supports the delivery of workforce development services in support of the Board's Universal Design Motion, and the implementation of the Governor's Skills2Compete.

This initiative will be ongoing and supports the Governor's goals of recovering jobs, improving student achievement and career readiness, and increasing the number of Marylanders who receive at least two years of post-secondary education and skills training.



***INITIATIVE: Maryland Center for Construction Education and Innovation (MCCEI)  
Public-Private Partnership***

The MCCEI was established at Towson University as a public-private partnership comprised of State government, universities, community colleges, and secondary schools. The Center promotes the economic vitality of construction in Maryland, serves as resource for industry, educational institutions, and government, in order to position construction as a career of choice for tomorrow's workforce. DLLR and the GWIB will be actively engaged in implementing recommendations from the Center's recent report on the future of the industry, including: (1) Create or expand construction education programs at Maryland four-year institutions to meet the demands of Maryland construction companies; (2) better align K-12, high school Career and Technical Education (CTE), community college, and apprenticeship programs with new construction skill requirements; (3) create or strengthen articulations between high schools, CTE programs, apprenticeships, community colleges, and universities to define educational pathways for a career in construction; (4) create a public image campaign to highlight attractive construction-related career options; and (5) create a strategy to include demographic groups that have not historically participated in the industry's workforce.

This initiative supports construction related careers. Although it is not one of the top three focused sectors for Maryland, construction provides many opportunities for individuals who are in target populations that may not be interested in or appropriate for work in CyberSecurity, Health Care, or Manufacturing. It supports the Governor's goals of recovering jobs, improving student achievement and career readiness, and increasing the number of Marylanders who receive at least two years of post-secondary education and skills training.

***INITIATIVE: Outreach for "hard to reach" populations  
Partnership with the Maryland Library Association***

In order to reach 'hard to reach' populations, the Department has signed a formal agreement with the Maryland Library Association to collaborate and expand the outreach of our existing workforce and adult education delivery systems.

Individuals with disabilities are a key focus with this initiative supporting the labor market statistics that identifies 1 out of every 10 Marylanders as having a disability. Maryland has a national reputation as a leader in supporting and ensuring career opportunities for persons with disabilities.

DWDAL has designated a Disability & Youth Services Coordinator. The Coordinator provides technical assistance, guidance, training and partnership development to the local areas upon request or if a specific need arises. The coordinator facilitates a relationship between the Business Services Team at DWDAL and the Division of Rehabilitation Services (DORS), to find funding for businesses and to create partnerships with businesses interested in hiring persons with disabilities.

The Governor is also focused on providing previously incarcerated citizens opportunities to training and jobs. As part of this endeavor, the state has integrated Adult and Correctional education

## Integrated Workforce Plan

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### Section I: State Workforce Strategic Plan

programs with those of DWDAL. One Stop staff provides outreach to correctional facilities with seminars and workshops for inmates and staff on opportunities 'beyond the wall'.

This initiative supports the Governor's goals of recovering jobs, improving student achievement and career readiness, and increasing the number of Marylanders who receive at least two years of post-secondary education and skills training. It is of particular importance due to the nature of its work with citizens who need targeted help.

#### **Partnerships**

*The plan must include a discussion of key strategic partnerships that are necessary to successfully implement the strategies, specify roles of specific state entities and programs, and discuss how the strategies will meet the needs of employers and of each sub-population.*

Maryland will support the Governor's goals through partnerships with a diverse number of funding streams and agencies that have a direct and an indirect impact on recovering jobs, improving student achievement and career readiness, and increasing the number of Marylanders who receive at least two years of post-secondary education and skill training. Each of the partnerships will also help further the focus on the health care, cybersecurity, and manufacturing sectors. There are some partnerships that focus on sectors other than the three (3) primary growth areas. In order for Maryland to cover all of the lost jobs, it is important to recognize that some of the hard-to-serve may not have an interest in or be suitable for placements in health care, cybersecurity, and manufacturing. Thus, transportation jobs may be an option that is supported through partnerships.

#### **Partnership: Unemployment Insurance Connectivity**

The Division of Unemployment Insurance, working closely with the Office of Information Technology (OIT), Lower Appeals and the Board of Appeals, is in the beginning phase of Maryland's Unemployment Insurance Modernization Project.

The goal of this project is to replace the existing system with a more up to date integrated UI Processing method. Maryland is part of a three state consortium, Vermont, Maryland and West Virginia (VMW) with Vermont being the lead state. Maryland's Project Manager, Dr. Mark Huston, PMP, has been on-board and working with UI since June 7, 2012. In addition, the consortium has a vendor, CSG Government Solutions (CSG) that is currently setting up the project and working on a set of requirements and definitions in each state. The vendor is scheduled to be in Maryland reviewing UI operations beginning September 17, 2012 and working through the month of November 2012. During that time there are numerous data gathering sessions that will lay out how our current system works (the "as-is" portion of the review). These will be attended by UI Subject Matter Experts (SMEs) from around the State. A SME matrix covering tax, benefits appeals and OIT and a detailed schedule is now being developed for the "as is" portion of the project.

In addition to these sessions, the vendor has sent a series of detailed questionnaires that need to be completed by multiple people within the division. The Vendor's schedule calls for completing these during the same time the data gathering sessions are occurring.

## Integrated Workforce Plan

### Section I: State Workforce Strategic Plan

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Once the “as-is” data is obtained and analyzed by the vendor, CSG will then schedule a series of Joint Applications Requirements (JAR) sessions to determine what each state is looking for in a new system. During these sessions, all three state SMEs (Vermont, Maryland and West Virginia) will be participating. Sessions will for the most part be conducted using Smart Boards and Webex, but there may be some travel involved for a few SMEs. The JAR Sessions are where UI will tell the vendor what it wants in a new system (the “To-Be” Model). The vendor will complete its work on the Requirements Phase of the project by next May. The final product will be a set of system requirements and several deliverables addressing Business Process Reengineering, Best Practices and a review a UI Federal and State Regulations.

A goal of the UI modernization project is to simplify connectivity between the MD Unemployment Insurance program and the MD Workforce Development program, possibly through a common or linked portal. It is hoped that a new modernized UI system will link unemployed UI claimants to job service centers in a seamless fashion.

The identification of high-growth, high-demand industries and occupations will be accomplished through the collaborative efforts of the following state and local partners:

- Governor’s Workforce Investment Board;
- Local Workforce Investment Boards;
- Maryland Department of Business and Economic Development;
- Local Economic Development Offices;
- Business and Industry; and
- Secondary and Post-secondary Education.

The partnership process will provide labor market information and industry profile data, gathered and analyzed by DLLR’s Office of Workforce Information and Performance, to both local workforce investment areas and GWIB’s Center for Industry Initiatives. Thirteen industry sectors have already been identified by the Center as those with existing shortages or high growth potential, and those sectors reflect approximately 85% of all Maryland employers.

#### ***Partnership: Maryland’s Career Pathways Approach to Highway and Mass Transit Construction***

In Maryland, the Department of Labor, Licensing and Regulation is currently in discussions with the Maryland Department of Transportation’s State Highway Administration (SHA) regarding the potential use of Career Pathways approach for the development of a Highway/Mass Transition construction Career Pathway. Over the past year DLLR has been working with SHA on the development and implementation of SHA’s BuildUP program at the request of the Governor’s Office. These collaborative efforts continue to progress, and to date, approximately 100 people have been trained in transportation and construction related fields. These jobs provide opportunities for all citizens of Maryland, but particularly for hard-to-serve that are not interested or suitable for jobs in health care, cybersecurity, or manufacturing.

Recognizing DLLR’s leadership and expertise to run this workforce development program through an interagency agreement, beginning November 1, 2012, DLLR will become the administrative and fiscal agent for the implementation of the BuildUP program. SHA and DLLR’s Division of Workforce Development and Adult Learning will partner when possible, and DLLR will provide regularly reporting of program progress to SHA. DLLR’s plan is to run this as a regional Career Pathways model. DLLR has yet to determine whether we run this at

## Integrated Workforce Plan

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### Section I: State Workforce Strategic Plan

the state level or at a local/regional level. DLLR and SHA are currently in the process of reviewing labor market data and hope to convening a employer focus group this fall.

Earlier this year the Maryland Legislature passed House Bill 457 that requires the Maryland Department of Transportation to use federal highway funds for construction training and supportive services, including skill improvement programs in collaboration with the Governor's Workforce Investment Board and for the Board to submit regular reports to a committee of the General Assembly relating to the use of federal highway funds. DLLR shall administer the training programs and ensure training and supportive services are available in each relevant WIA area. The passage of this legislation further strengthens the need to use the Career Pathways approach.

#### ***Partnership: Mid-Atlantic Regional Consortium (MARC)***

Building upon the success of the previously awarded BRAC National Emergency Grant, the MARC partners of Maryland, the District of Columbia and Virginia continue to collaborate and seek new projects to move forward in order to serve our BRAC-impacted populations and those that have been affected by the economic downturn. Although our region has fared better than most in weathering the turmoil associated with the uncertainty of the national economy, there are still areas that continue to be underserved. As U.S. Department of Defense (DoD) strategies transform the military via BRAC, the defense industry and Federal job markets offer a new and challenging opportunity for Maryland residents.

Although recruitment is currently in progress to fill thousands of these new positions, many individuals traditionally served by the workforce development system may not be considered competitive candidates. DWDAL's goal for the \$7.6 million National Emergency Grant (NEG) is to develop integrated approaches to planning for, and responding to worker dislocations, while continuing to build an active pipeline of job seekers for future open positions. This project not only seeks to train individuals in the skills necessary to complete and submit a federal application, but also positions them to take advantage of the exciting opportunities in the federal contracting arena as well.

This collaborative effort, titled "MARC Training Response to BRAC: A Regional Training Approach" provides an opportunity to leverage the resources, expertise and regional relationships that currently exist between Maryland, the District of Columbia and Virginia to aid our armed forces in the assurance of mission continuity during and after the BRAC transfers. Specifically, we have focused on developing training skills for BRAC-related occupations that lead to BRAC-jobs, as requested by DOLETA.

Project operators include seven (7) LWIAs in Maryland, the District of Columbia Department of Employment Services and DLLR.

#### ***Partnership: Maryland Transportation Administration***

Building on the capacity and success of the SHA partnership, DLLR's Division of Workforce Development and Adult Learning is engaged in the collaboration of workforce preparation and training implementation with the Maryland Transportation Administration (MTA).

## Integrated Workforce Plan

### Section I: State Workforce Strategic Plan

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MTA is in the planning and engineering stages of the deployment of the new Red and Purple Line mass transit light rail systems in the Baltimore Metro area. These projects will collectively result in the availability of nearly 2,000 jobs over the next 5 years. These jobs range from entry-level to highly-skilled and provide career pathway opportunities throughout the MTA organization. Our initial work to date has included the identification of occupational and skills certification needs; project implementation timelines and the projected labor force needs during that continuum; the development of an outreach and communication strategy; and the identification of key partners, including the LWIAs, community and faith based organizations.

MTA's project includes a targeted inclusionary strategy that seeks to provide targeted employment outreach to hard to serve populations including minorities, individuals with disabilities, low-income, ex-offender, low literacy and unemployed persons. Intentionally, but not exclusively MTA seeks to employ individuals whose place of residence is in and around the Baltimore Metro area corridor in which these projects will be initiated.

A formal inter-agency agreement is being developed between DLLR and MTA that outlines the commitment to work together, which includes the hiring of a full-time workforce program coordinator at MTA to coordinate efforts with DLLR; joint applications for competitive funding; sharing of data and labor market information, and ongoing collaborative discussions and planning.

This partnership supports recovering of jobs and increasing career readiness.

#### ***Partnership: Department of Juvenile Services***

With the support of the Governor's Office and USDOL, DLLR and the Department of Juvenile Services (DJS) has initiated a collaborative partnership to better serve the incarcerated youth populations receiving services through DJS's CORPS program. The CORPS Initiative is designed to serve 670 Baltimore City Youth, 14 years and older, who are returning from placement and placed on probation. Additionally, services include educational placement, workforce development, community services and mentoring.

Leveraging the capacity and experience at DLLR in the management of workforce development programs, DJS and DLLR have initiated an MOU that will:

- Provide technical assistance;
- Designate and staff liaison to assist DJS in the coordinated access to resources and services available throughout DWDAL for youth enrolled in CORPS;
- Participate in grant management meetings;
- Facilitate access to One Stop Career Center services in Baltimore City;
- Provide technical assistance and training to DJS staff and partners regarding the utilization of the Maryland Workforce Exchange, workforce services and resources of the State's One Stop Career Center system and Workforce Investment Act youth programs;
- Facilitate Data match;
- Conduct quarterly wage records match for all youth enrolled in CORPS registered in the MWE-VOS;
- Develop monthly reports of CORPS youth enrolled in WIA program;
- Assist in the identification of existing adult education providers that can accommodate the classroom training needs for DJS CORPS youth and/or establish a new adult education class that meets the needs of CORPS youth;
- Facilitate access to GED testing services for CORPS youth career planning and job readiness services;
- Facilitate collaboration with LWIA One Stop services in Baltimore City and Western Maryland; and

## Integrated Workforce Plan

### Section I: State Workforce Strategic Plan

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- Provide DJS staff training and account access to the workforce systems' online youth mentoring and career development portal.

This partnership supports the Governor's goal of improving student achievement and career readiness.

#### ***Partnership: Maryland State Department of Education***

The State Superintendent of Education is a member of GWIB. MSDE's Assistant State Superintendent for the Divisions of College and Career Readiness and Division of Vocational Rehabilitation serve on GWIB's CII. Assistant Secretary's office staff members work closely with MSDE on Career and Technology Education oversight including as a participating member of the state monitoring and grant review teams. DWDAL is actively engaging in the Interagency Transition Council (for youth with disabilities) a partnership between the Department of Disabilities and MSDE's Division of Rehabilitative Services.

In partnership with MSDE, DLLR is a member of the Governor's P-20 Leadership Council of Maryland (P-20 Council). The P-20 Council was authorized under Chapter 191 of the Acts of the General Assembly of 2010 to provide a forum in which the Governor, legislators, and stakeholders from elementary and secondary education, postsecondary education, and the workforce and economic development communities can discuss policy priorities and the alignment of the various elements of our education and workforce systems. The mission of the Council is to better prepare Maryland students for the jobs of the new economy while also enhancing the State's economic competitiveness by creating a workforce with 21st century skills. The P-20 Council is required to submit an annual report to the Governor and the General Assembly containing a summary of the Council's activities and any recommendations from the Council.

Under the terms of the legislation, the P-20 Council is charged with developing strategies to:

- Prepare all students with skills necessary to succeed in the modern workplace;
- Reduce dropout rates while increasing retention and graduation rates at both the high school and college level;
- Improve student achievement and close achievement gaps;
- Improve teaching quality and retention;
- Redesign CTE programs to meet college expectations and employer needs;
- Strengthen STEM programs at all levels;
- Align high school, college and employer expectations and needs;
- Create pathways for all students to obtain college degrees; and
- Provide teachers with the resources and professional development needed to help students reach higher standards.

This partnership supports the Governor's goals of recovering jobs, increasing student achievement and career readiness, and increasing the number of Marylanders who receive at least two years of post-secondary education. In addition, it provides support for career pathways in the selected sectors.

## Integrated Workforce Plan

### Section I: State Workforce Strategic Plan

---

#### ***Partnership: Maryland Department of Business and Economic Development***

DBED's Secretary serves as a member of GWIB and DBED is represented on GWIB's Center for Industry Initiatives workgroup. Staff members serve on the Baby-Boomer Taskforce staffed by DBED, DLLR and GWIB. Both DBED and DLLR are members of the Maryland Economic Development Association (MEDA) and DLLR recently worked with MEDA to design and deliver a training event on workforce development for economic development staffs. GWIB serves on the P-20 Council and the STEM Taskforce. DBED is a key strategic partner in the planned implementation of Maryland's EARN initiative.

This partnership assists in leveraging resources and collaborating as opportunities arise.

#### ***Partnership: Maryland Association of Library Administrators (MAPLA)***

In July 2011, DLLR and The Maryland Association of Public Library Administrators (MAPLA) entered into a formal agreement to promote greater collaboration and set forth the strategies each Partner will employ for the planning and implementation of mutually beneficial duties, obligations, and responsibilities identified through the Agreement. The goal of this partnership is to explore areas of mutual interest in providing Maryland citizens with timely and accurate information related to financial literacy, workforce development and adult education and to distribute this information as widely as possible to ensure the broadest possible access to workforce information and resources to Maryland's citizens.

In support of the Governor's vision to enhance the collaboration, efficiency and transparency of government in Maryland, DLLR will continue to identify, engage and support the efforts of sister agencies throughout the State in pursuit of our collective mission to improve the quality of life for all Marylanders. Efforts are underway to solidify continuous working relationships and shared goal setting with the Maryland Department of Veterans Affairs (MDVA) and Department of Human Resources (MHR), and the Maryland Department of Disabilities (MDD).

This partnership supports the goal to increase career readiness.

#### ***Partnership: Telamon Corporation Maryland's WIA 167 Grantee***

Telamon Corporation is co-located in Maryland's Salisbury One-Stop which is Maryland's only significant bilingual MSFW office designated by DOL.

Telamon Corp. has been instrumental in providing supportive services to untold numbers of people in need, including migrant and seasonal farmworkers across the entire state and limited English proficient and disenfranchised youth members of the local, largely rural, population. Telamon provides outreach and employment and training services to MSFW's through their primary grant from DOL under the Farmworker Jobs Program, and through a partnership with AmeriCorps, annually provides pesticide training for the employers and workers of Maryland's agricultural community.

Although, not considered a top three (3) sector, agriculture related jobs are critical to the citizens of Maryland. This partnership supports recovering of jobs and also increasing career readiness.

#### **Partnership: TANF**

TANF is an important partner to the workforce system in Maryland. TANF recipients who are in work activities utilize Local One-Stop Centers and use resources for career exploration, job search, assessment, and job match to help them prepare for work. In addition, co-enrollment is encouraged between TANF and the Workforce Investment Act Adult Program. When appropriate co-enrollment leverages resources and provides an extra support system to an at-risk population. TANF administrators participate on GWIB and are part of the strategic planning.

#### **Leveraging Resources**

*The plan must discuss how the state will coordinate discretionary and formula-based investments across programs and in support of the governor's vision. The state's planned commitment of Federal and non-Federal funds to these investments must be included. The plan must also describe how the state will use program funds to leverage other Federal, state, local, and private resources, in order to effectively and efficiently provide services.*

Maryland has utilized opportunities to obtain discretionary funding to enhance the capacity of its local workforce investment areas. An integral part of the grants acquisition process includes the assessment of needs in each jurisdiction to ensure that funds are strategically targeted where needs exist. The Office of Workforce Development and the Office of Discretionary Grants within DWDAL provide guidance and oversight to ensure appropriate levels of operational integration including co-enrollment of participants and sharing of staff resources occur.

DLLR is committed to diversifying its resources to improve service delivery and to aid in reaching targeted populations. DLLR will continue to work with the Governor's office in the development of workforce initiatives that leverage existing resources in the State. Examples of successful efforts in the past included the implementation of the SHA Build Up project, the Maryland Library Association Collaboration and the business-focused Maryland Business Works incumbent worker training program, to name a few. Future plans will look for funding to support youth, business growth and retention strategies including layoff aversion, industry sector initiatives and expanded partnerships with other State agencies.

A key success indicator of leveraged resources is the relationship and partnership of the Local Workforce Investment Boards, Local Workforce Investment Act staff and Wagner-Peyser Labor Exchange staff. Comprehensive One-Stop Centers provide services to job seekers and to business customers to assist with increasing educational and skill levels, preparing job seekers for the jobs that employers have open, and providing financial support to post-secondary education. There are many functions within a One-Stop Center that provide opportunity for leveraging resources such as sharing the cost of a receptionist, resource room workers, workshop facilitators, and job developers.



#### Policy Alignment

*The plan must discuss how the state will align policies, operations, administrative systems, and other procedures to assure coordination and avoid duplication of workforce programs and activities.*

In 2004, in an effort to contain cost within the state budget, the Maryland General Assembly required the GWIB to “identify inefficiencies within the state’s workforce development delivery system.” The Subcabinet, now the GWIB InterAgency Workforce Committee (IWC), saw this mandate as an opportunity to identify potential enhancements to Maryland’s workforce system and developed a report that identified ten (10) opportunities for improvement. The report was delivered to the General Assembly in June 2004. Since that time, the IWC has used this report to continue to drive and focus their work. Some examples of areas of focus and that continue to drive the agenda of the IWC are:

1. Identify businesses or industries with growth potential that are currently experiencing or projecting worker shortages and determine how to serve their workforce needs using the industry sector-based approach. The sector-based approach to workforce development is a demand-driven model for connecting specific industry needs that are established and presented by business with the workforce development system. The GWIB CII and its staff guide business leaders to address their industry’s respective current and projected industry workforce issues. With early success from the initial healthcare industry initiative, a comprehensive and purposeful 5-phase industry initiative process has been developed and is being applied to other industries in the state. Targeted industries include aerospace, bioscience construction, education, energy, finance, healthcare, health information technology, hospitality & tourism, information technology, manufacturing, retail, and transportation and warehousing.
2. GWIB’s IWC and its members continue to promote the use of sector strategies as a key mechanism for equipping Marylanders with the necessary skills to be successful within the labor market. Members of GWIB’s IWC participate in and contribute to the five-phase process of the various industry initiatives in a number of ways. Members serve on industry steering committees and implementation teams. They are also invited to present to the industry steering committee to provide information and education as the committees review the supply side and its programs. Leaders of the industry initiative steering committees present updates to the IWC and workforce development strategies and solutions are explored and pursued. The IWC can assist in identifying appropriate collective and collaborative efforts with different state agencies to respond to the workforce issues and demand of the various industry initiatives. The IWC reviews the recommendations and initiatives developed by each industry initiative and works in collaboration with the industry leaders and steering committees in developing strategies and responses to fill the workforce gap between the industry demand-side and the government and educational supply-side.
3. Identify InterAgency collaboration for the Maryland Career and Technology Education (CTE) system in order to fully align workforce preparation at all education and training levels. MSDE developed career clusters which provide a foundation for young people to make decisions regarding career direction and provide the necessary information regarding aptitude, skills and education requirements for each industry sector. GWIB continues to work closely with MSDE to get input from members of their Career Cluster Steering Committee to further enhance the relationship between partner agencies and to enhance the work being performed by economic

## Integrated Workforce Plan

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### Section I: State Workforce Strategic Plan

development. MSDE representatives participated in defining and prioritizing GWIB Industry sectors. MSDE career clusters were integrated with GWIB's industry sectors during this process. Connecting education, workforce and economic development and business ensures that Maryland has a high-quality workforce that attracts and retains business to the State.

MWE-VOS integrates and streamlines intake and service delivery from customers across a variety of workforce programs including, Trade Adjustment Assistance (TAA), WIA Adult/Dislocated, Wagner-Peyser, and unemployment insurance (UI). Maryland's system is moving toward coordinated customer-centric focus with full-partner access with planned MWE-VOS upgrades. Because entry into the nation's reemployment system is seen as a part of the broader "job-seeking" process, the UI claimant process is driven by a single workforce system registration. Through this streamlined process, the UI claim is just one aspect of the services available to job seekers. Customers are treated as jobseekers first and foremost. Integrated service delivery focuses on customer outcomes. The system is focused on skills transferability and is data driven, measurable, and accountable to both to the law and customer needs.

Services are available via the Internet, as well as other means, and Internet access is supported by dynamic social networks linking customers, career counselors, employers, and educational institutions. Customers receive services from the different programs, including TAA. Information about those services and the outcomes that result is recorded in the system and is visible to staff from each of the participating agencies/partners.

Proposed process changes:

1. Creation of streamlined standards for data collection and core service delivery from customers seeking information for the first time in order to enroll in Wagner-Peyser and WIA core services. This will allow for a simplified intake process across all customer groups.
2. Construct functional teams rather than program-specific operators. Although some job seekers are eventually serviced by State merit staff members, all customers at the point of intake are serviced by members of a functional "welcome" team.

## Integrated Workforce Plan

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### Section I: State Workforce Strategic Plan

#### **Desired Outcomes**

*[In addition to the state's program performance goals, the state may also discuss the other goals it intends to achieve. Does the state examine broader economic and social indicators? For example, is the state attempting to increase the percentage of workers employed in family wage jobs; increase earnings to support a better quality of life; increase the number of employers with job opportunities; or increase high school and college graduation rates as metrics? In sum, the state should describe its desired results for the state workforce investment system and the metrics it is using to measure those results]. The Integrated Workforce Plan must describe and provide specific quantitative targets for the desired outcomes and results for the programs included in the plan. Table 1 may be used for WIA/W-P programs. The plan should also describe any additional established indicators and system measures, beyond those required by programs' authorizing statutes.*

#### **State Strategies to Measure the Progress on State and Local Performance Measures**

Maryland uses several common data systems and reporting processes to meet requirements. Wage records are used to determine employment, retention, and average earnings. Maryland Unemployment Insurance (UI) wage records are the primary data source. While the majority of wages will come from the state's UI system, certain types of employers and employees are excluded by Federal UI law or are not covered under state law. USDOL allows record sharing and/or automated record matching with other employment and administrative data sources to determine employment and earnings for these workers.

Additional wage record sources include the following: Wage Record Interchange System (WRIS), Office of Personnel Management (OPM), US Postal Service (USPS), Department of Defense (DOD), Railroad Retirement System, state and local government employment records, judicial and public school employment records, New Hires Registry, and state Department of Revenue or Tax. OPM, USPS, and DOD are all part of the Federal Employment Data Exchange System (FEDES), of which Maryland is the lead state. The majority of wages come from either state UI wage records, WRIS, or FEDES.

There are other participant wages that cannot be obtained through any of the methods above or are difficult to obtain due to state confidentiality laws. For these individuals, supplemental sources of data may be used by LWIAs to determine employment and retention. Allowable sources include case management notes, automated labor exchange system administrative records, surveys of participants, and contact with employers. All supplemental data and methods must be documented and are subject to audit. Employment identified using supplemental data will not be part of the average earnings measure audit.

Maryland's performance measures for WIA Adult, Youth, and Dislocated Worker programs and Wagner-Peyser Employment Services are listed in the Table below. Levels of performance will be negotiated between the State and the United States Department of Labor (USDOL). Minimum levels will be passed on to the LWIAs. Any revised measures will also be passed on to LWIAs. As required within the Workforce Investment Act, LWIA's, service providers, and the State of Maryland must achieve the performance standards for consideration of funding continuity. The State has not developed any performance outcomes or measures beyond those prescribed by federal funding sources.

Integrated Workforce Plan

Section I: State Workforce Strategic Plan

The following table provides Maryland performance goals:

Optional Table for State WIA/W-P Performance Indicators and Goals WIA Requirement at Section 136(b)	PY11 QTR3 Actual Performance	Performance Goals (PY2011)	% Goal Achieved	Performance Goal (PY2012)
<b>Adults:</b>				
Entered Employment Rate	76.2%	84%	90.7%	82%
Employment Retention Rate	87.5%	84%	104.2%	84%
Average Six-Months Earnings	\$16,974	\$13,100	129.6%	\$15,800
<b>Dislocated Workers:</b>				
Entered Employment Rate	83.9%	89%	94.3%	87%
Employment Retention Rate	91.6%	91%	100.7%	91%
Average Six-Months Earnings	\$19,452	\$16,585	117.3%	\$18,346
<b>Youth Common Measures1:</b>				
Placement in Employment or Education	76.0%	63%	120.6%	67%
Attainment of a Degree or Certificate	79.7%	66%	120.8%	68%
Literacy and Numeracy Gains	74.5%	65%	114.6%	65%
<b>Additional State-Established Measures</b>				
Entered Employment Rate	48.8%	52%	93.8%	55%
Employment Retention Rate	80.8%	81%	99.8%	81%
Average Six-Months Earnings	\$15,397	\$13,500	114.1%	\$15,000