



Office of Governor Brian Sandoval

@OWINN29

Manny Lamarre, Executive Director, Governor's Office of Workforce Innovation



THANK YOU!




Governor's Office of Workforce Innovation (OWINN)



State of Nevada | Office of Governor Brian Sandoval



AGENDA



WHY: Generations to Come Context,
Governor's Vision, Strategies, & Tactics



WHAT: Workforce Board Overview
& Org Chart



HOW: Becoming Engaged



Appendix

COMPETING FOR THE FUTURE

Building a More Skilled Workforce for the New Nevada



New Nevada & STRATEGIC PLANNING FRAMEWORK: “GENERATIONS TO COME”



→ **Governor's Strategic Priorities**

- ☐ Vibrant and sustainable economy
- ☐ Safe and livable communities
- ☐ Educated and healthy citizenry
- ☐ Efficient and responsive state government

→ **Goal #3: Education and Workforce Development**

- ☐ 3.1 objective – Prepare all students for college and career success
- ☐ 3.2 objective – Ensure a highly-skilled and diverse workforce
- ☐ 3.3 objective – Increase the number of Nevadans with a postsecondary credential or college degree

Strategic Location Drivers

- **Availability of a qualified workforce**
- Competitive cost environment
 - Labor, utilities, real estate, transportation, taxes
- Favorable logistics/accessibility
 - Air, highway, rail port
- Favorable business environment
 - Taxes, incentives, permitting
- **Quality of place**
 - Ability to recruit/relocate key workforce

Nevada Governor's Office of

ECONOMIC DEVELOPMENT

The Challenge

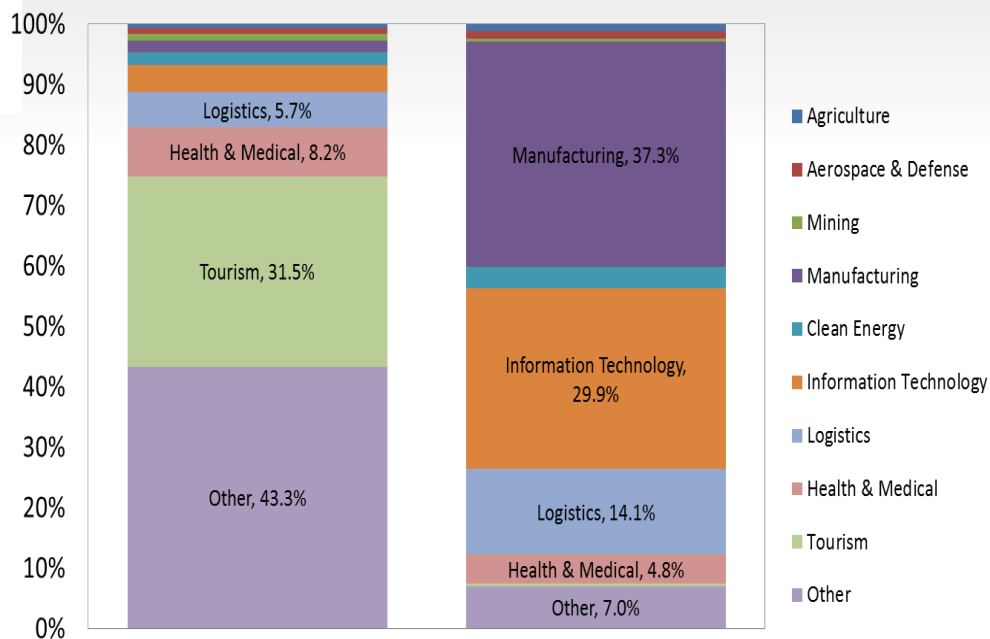
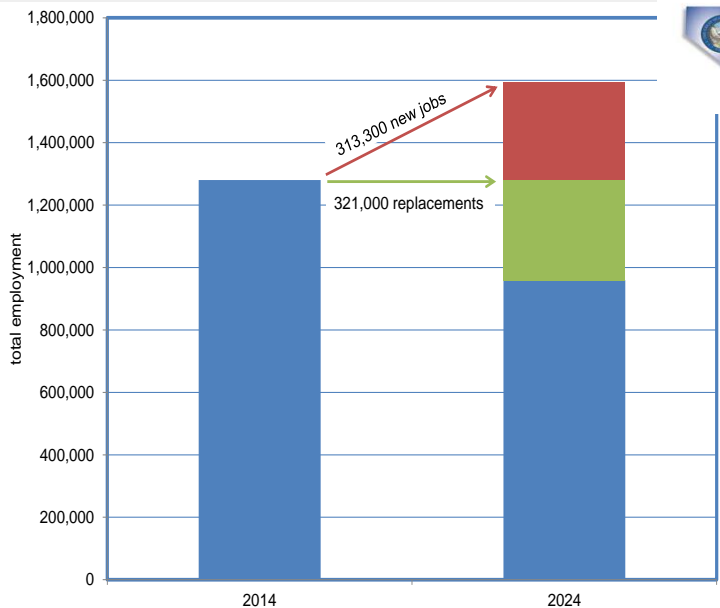
- In 2011, Governor Sandoval established a new vision for economic development and diversification.
 - The New Nevada economy requires a diverse and highly-skilled workforce.
 - By 2025, roughly 60 percent of jobs in the Silver State will require a level of education beyond a high school diploma.
- The current Nevada workforce is not adequately prepared for the New Nevada economy.
 - Nevada traditionally has had a low graduation & post-secondary readiness rate
 - Approximately 375,000 Nevadans in the workforce do not have a high school diploma
 - Only 30 percent of Nevadans aged 25-34 have some level of postsecondary education
 - Many Nevadans face barriers to full employment such as a disability or re-entry after military service, industry disruption, or incarceration

The Goals

Put all Nevadans, regardless of age or circumstance, on a career pathway toward 21st Century success

- Prepare all K-12 students for college and career success.
- Increase the number of Nevadans with a postsecondary credential or college degree.
- Increase employment outcomes in training and credential programs.

Jobs Growth & Diversification Efforts



*Job Distribution in
Nevada*

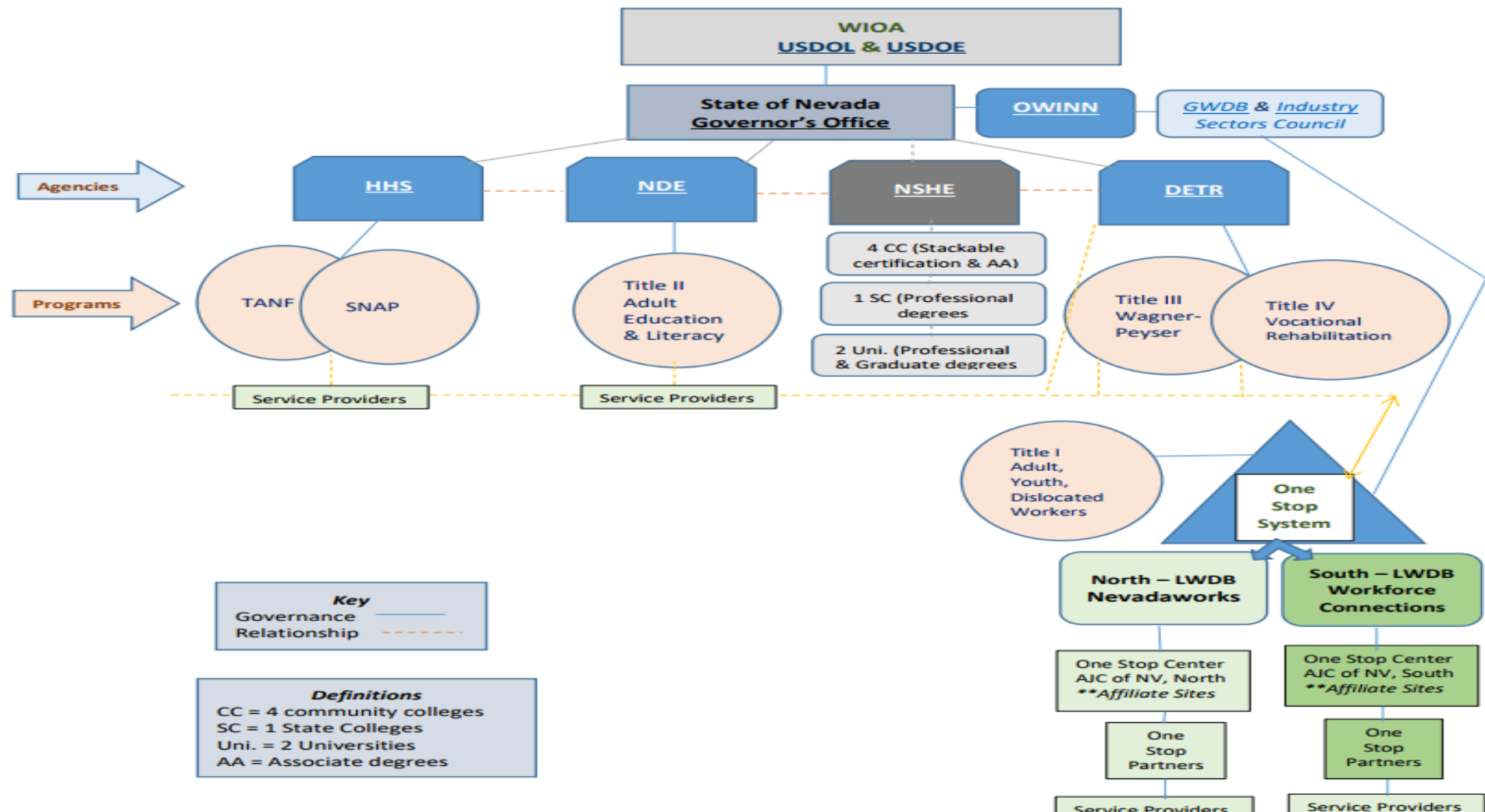
Assisted Jobs Since 2012

- ✓ *More than 250,000 jobs created*
- ✓ *Fastest growing State in the NATION!*

WORKFORCE OVERVIEW – The What



Nevada Workforce System Organizational Chart



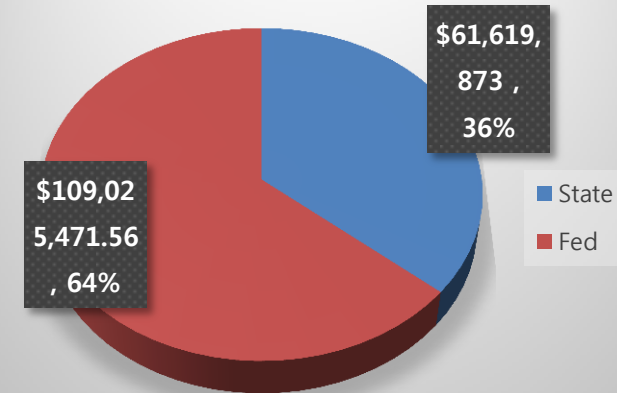
2015 Funding

2015 Workforce Funding Summary

AGENCY	STATE	FEDERAL	AGENCY TOTAL
DETR	\$13,971,006	\$60,981,269	\$74,952,275.00
NDE	\$23,061,312	\$15,133,407	\$38,194,719.00
HHS	\$24,587,555	\$32,910,796	\$57,498,351.00
STATE/FEDERAL TOTALS	\$61,619,873	\$109,025,472	\$170,645,345.00

- ✓ 2015 funding map
- ✓ 2017 funding map

State & Federal Funding



STATE BOARD - GWDB



Composition of State Boards – EO 2016-08

- The Governor or his designee;
- One member from each chamber of the Nevada State Legislature, who shall be appointed by the appropriate presiding officer;
- Two or more chief elected officials, who shall collectively represent cities and counties;
- Representatives of the business industry (at least 51%)
- Representatives of the workforce (at least 20%)
- Any other representatives the Governor may deem necessary

Executive Committee appointed to assist and expedite the work of the State Board:

- Evaluate reports from the Office of Workforce Innovation and make recommendations to the State Board regarding the allocation of workforce development funds within the State Board's purview;
- Comprised of:
 - Chair of State Board, who serves in same capacity for the Executive Committee;
 - Four members representing businesses or the workforce
 - One member representing state government
 - One member representing local government
 - One member representing higher education
 - One member representing K-12 education or local workforce training programs

Duties and Obligations under WIOA – NV



1. Develop, implement, and modify the state plan;
2. The review of statewide policies, statewide programs, and recommendations on actions to be taken by the State to align statewide workforce development programs in a manner that supports a comprehensive and streamlined statewide workforce development system;
3. Develop and provide recommendation for the continuous improvement of the workforce development system;
4. Review and approve local plans
5. Identify and disseminate information on best practices;
6. Review and develop statewide policies affecting the coordinated provision of services through the State's one-stop delivery system;
7. Develop the statewide workforce and labor market information system as described in the Wagner-Peyser Act (29 U.S.C. 491-2)); and,
8. Develop any other policies and recommendations that will encourage and promote improvements to the workforce development system in the State

Duties and Obligations under WIOA

- Develop strategies for implementing and funding technological improvements to facilitate access to, and improve the quality of, services and activities
- provided through the State's one-stop delivery system;
- Develop strategies for aligning technology and data systems across one-stop partner programs to enhance service deliver and improve efficiencies in
- reporting on performance accountability measures;

2014 WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA)

- Address **evolving workforce** and economic needs & limitations
Training, funding, and service delivery design
- **Flexibility to collaborate** across systems for state and local areas
- **Stronger alignment** of the workforce, education, and economic development

Key Takeaways

- Stronger **collaboration between core programs and their agencies** in developing a single, unified State Plan to improve service delivery and access to the workforce system for jobseekers and employers
- Greater prospect of **alignment**: job training and employment services & unemployment insurance system; juvenile justice, foster care, education resources and efforts to engage hard to serve youth and young adults

GWDB Industry Sector Council (EO 2016-08)

Mission: The mission of the Governor's Workforce Development Board (GWDB) Industry Sector Councils is to convene representatives of Nevada business, education, and labor in order to facilitate data-driven recommendations concerning sector-specific workforce needs and challenges that will help guide State workforce development efforts.

Duties and Responsibilities

- ✓ Issue recommendations and insights based upon short- and long-term employment and occupational forecasts. (Executive Order 2016-08)
- ✓ Make recommendations concerning the necessary skill and education requirements for in-demand jobs. (Executive Order 2016-08)
- ✓ Identify job training opportunities and education programs determined to have the greatest likelihood of success in meeting Nevada's workforce needs via the development of talent pipelines/career pathways. (NRS 232.935)

Sector Councils: *Aerospace and Defense; Health Care and Medical Services; Information Technology; Manufacturing and Logistics; Mining and Materials; Natural Resources; Tourism, Gaming, and Entertainment; Construction*

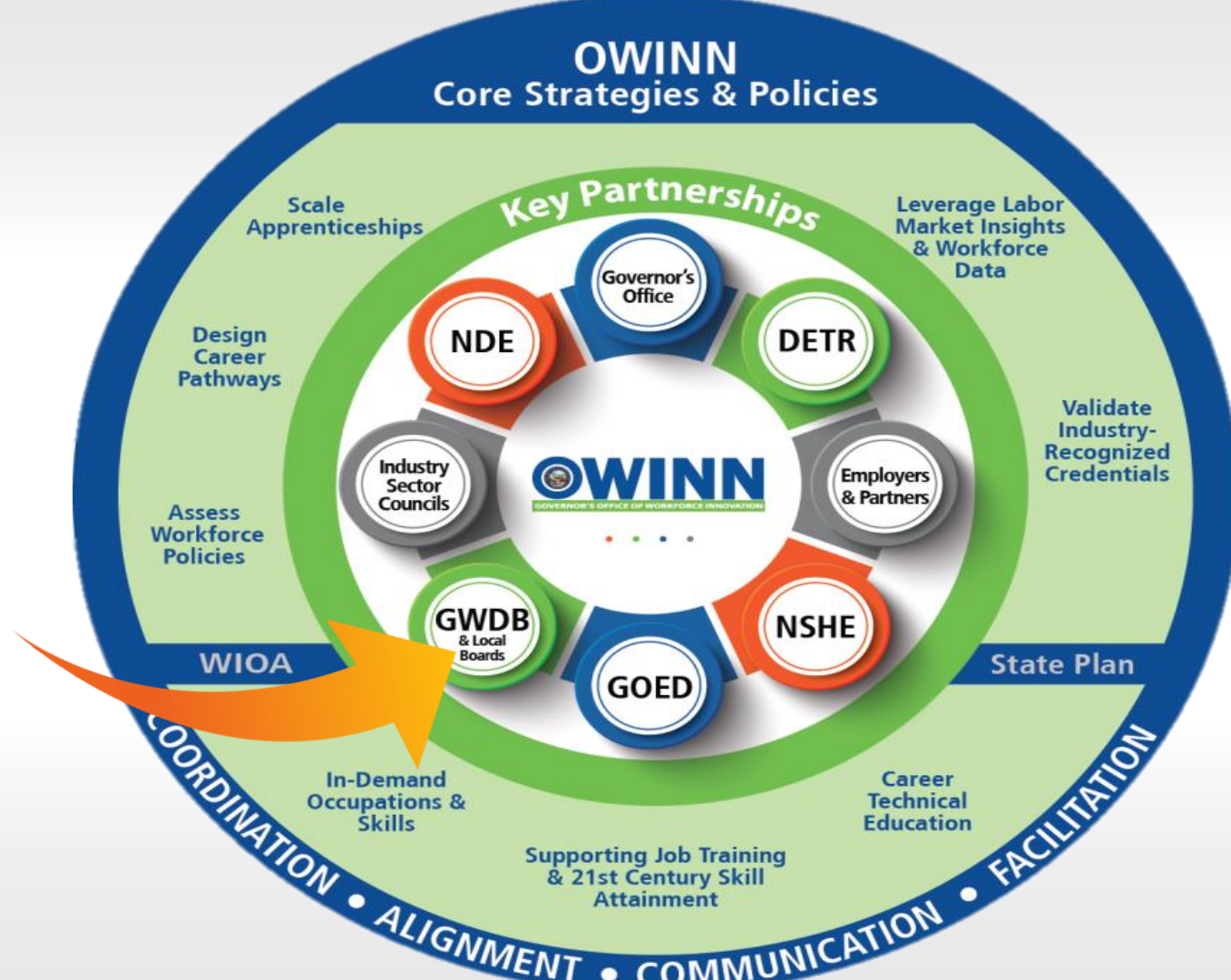
OWINN

- ❖ To address issues of coordination, alignment, and communication within Nevada's workforce ecosystem when creating statewide workforce policies, strategies, and career pathways



Core Strategies

1. Assess workforce policies at the state level and provide strategic support and direction for the implementation of the federal Workforce Innovation and Opportunity Act (WIOA)
 - ❑ Provided technical and research support for SB66, SB19, SB516, SB69, & SB458
2. Design career pathways
 - ❑ Partnering with GOED to scale LEAP in southern NV and design technology career pathway
3. Scale registered apprenticeships in existing and emerging industries
 - ❑ Managing the State's Apprenticeship Council (SAC); OWINN serves as the State's Apprenticeship Agency (SAA)
4. Leverage labor-market and workforce data
 - ❑ Manage the statewide longitudinal data system to make informed policy decisions
5. Validate industry-recognized credentials
 - ❑ OWINN has identified entry-level certifications in the eight targeted industries for secondary students & the publicly funded workforce system



Outcomes	1) Prepare all K-12 Students for College & Career Success 2) Increase Nevadans with postsecondary degrees & credentials 3) Increase Employment Outcomes in Training and Credentialing programs			
STRATEGIES	Leverage Labor Market & Data 	Strategic Policies & Career Pathway Implementation 	Apprenticeship/ Internships 	Industry Recognized Credentials/Postsecondary Degree Attainment 
ACTIVITIES	<ul style="list-style-type: none"> • In-Demand Occupations • CTE Alignment • NPWR • Workforce Grants 	<ul style="list-style-type: none"> • LEAP & Career Pathway • NSFY • WIOA/Workforce Policies • Asset Mapping 	<ul style="list-style-type: none"> • Expanding Apprenticeships • DOL Grant • Expand & promote internships 	<ul style="list-style-type: none"> • Dual Credit • Validated Credentials
CORE PARTNERS	<ul style="list-style-type: none"> • GOED • DETR • Sector Councils/Employers • NDE/NSHE 	<ul style="list-style-type: none"> • NDE/CTE • NSHE • Indirect Stakeholders • GWDB • Local Boards • State Agencies 	<ul style="list-style-type: none"> • Regional Development Authorities • Employers • DETR • NDE/NSHE 	<ul style="list-style-type: none"> • Employers • NDE/LEAs • NSHE

STRATEGIES & TACTICS



Strategies & Tactics

- ✓ **Enhance state-level leadership in the workforce development system**
 - Enhance Governor's Workforce Development Board operations & leadership
 - Create a Workforce Innovations Office within the Office of the Governor to provide state-level strategy and agency coordination
- ✓ **Align state apprenticeship efforts with new leadership structure**
 - Expand internship and apprenticeship opportunities through grants and legislation
- ✓ **Utilize longitudinal data to measure gaps and track progress**
- ✓ **Address barriers at the professional licensure level**
- ✓ **Align workforce development efforts to the State Economic Development Plan**
 - Re-establish industry sector councils with a clear vision of desired outcomes
 - Utilize sector councils to provide the information needed to target resources based on industry demand

Additional Strategies & Tactics

- ✓ Articulate clear career pathways for K-12 students and adult learners
- ✓ Target key industries for first pathway discussions.
 - Advanced manufacturing, education, health care, and technology.
 - Traditional CTE and non-CTE courses.
- ✓ Take advantage of K-12 “New Skills for Youth” planning grant to inform overall strategy development
- ✓ Expand high school/college dual enrollment programs
- ✓ Support STEM strategy and expansion

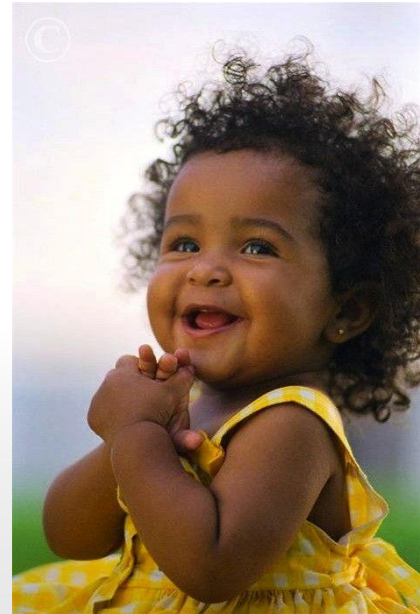
**SO WHAT DOES
IT ALL MEAN**



Becoming Engaged

1. Take the WBL Pledge (Invest in providing opportunities to young adults)
 - ☐ Commit to providing career exploration opportunities to students
 - ☐ Hire young adults as interns
 - ☐ Be an advocate with colleagues to create work-based learning opportunities for young adults
2. Volunteer on one of the employer working groups for credentials, LEAP career pathways, or sector based apprenticeships
3. Consider serving on Industry Sector Council (providing input on occupations, skills, & credentials), Governor's Workforce Development Board, or State Apprenticeship Council when there are openings
4. Commit to leveraging the NCRC WorkKeys at your business
5. Consider leading an industry based initiative
6. Provide constructive recommendations to enhance the Board & Engage in today's meeting





APPENDIX

Registered Apprenticeships



What exactly is a Registered Apprenticeship?



Employer
Involvement



Structured
On-the-Job Learning



Related
Instruction



Rewards for Skill
Gains



National
Occupational
Credential



Five Core Components of
Registered Apprenticeship

Benefits of Registered Apprenticeships



A paycheck guaranteed to increase over time



An education and potential to earn college credit



A career once you complete your apprenticeship



Hands-on career training in a wide selection of programs



A national industry certification

Apprenticeships = All Industries



Apprenticeship structure in the New Nevada

Nevada is building capacity within the state infrastructure, while centralizing where those interested in RA can turn:

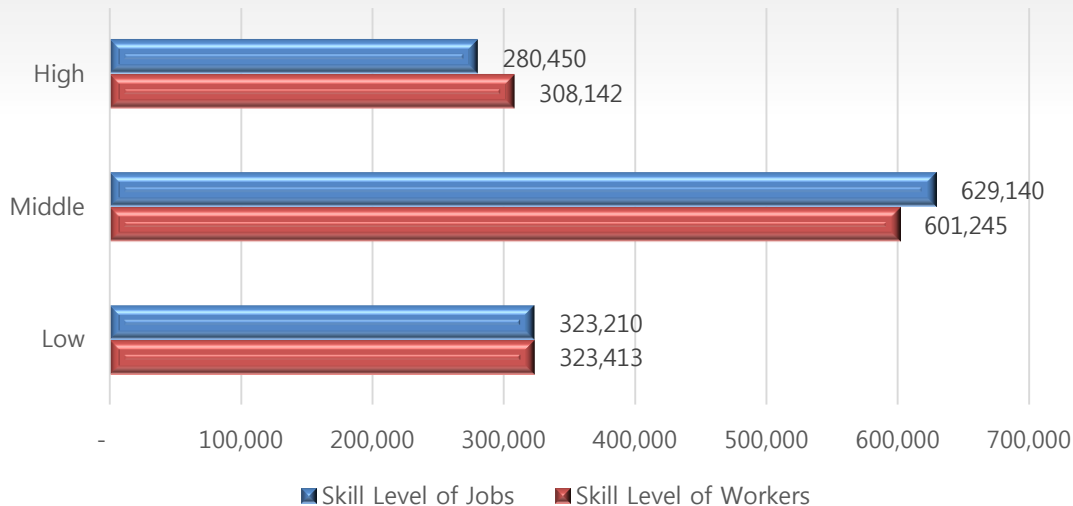
- A State Director of Apprenticeship who will oversee apprenticeship programs, conduct outreach, provide technical assistance to employers, and educate the community
- Governor's appointment of SAC members, consisting of employers, labor, K-12, community colleges, & economic development representation
- OWINN as a coordinating and connecting agency to focus on expanding RA in traditional and emerging industries as well as to underserved and non-traditional populations (i.e., women, youth, minorities, etc.)
- RA strategic development to align with economic development and expansion to high-demand and high-growth industries
- Targeted and individualized support to employers
- Significant financial investments in youth apprenticeships (16-29)

Employer Benefits

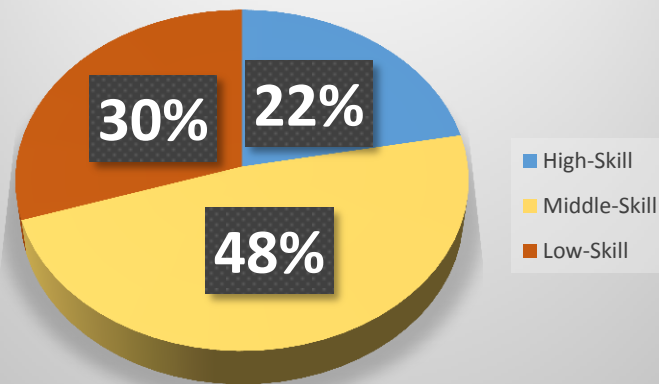
Employers: Reduced turnover rates, increased productivity, lower costs of recruitment, a stable and reliable pipeline of workers.

- 91% of Registered Apprentices retain employment nine months after the program ends; International studies show for every \$1 spent on apprenticeship, they may get \$1.47 back in increased productivity, reduced waste and front-line innovation
- South Carolina used RA as a strategy to solve the problem of a shortage of skilled workers and no training. In 2007 it had 90 companies and 777 apprentices. In 2014, it had 670 companies (including BMW and Bosch) and 11,000 apprentices. Companies like United Tool and Mold have had success in creating a stable workforce through RA
- Why does the company have an apprenticeship program? "Because every day, your workforce gets older," says United Tool and Mold manger Jeromy Arnett. "We've been walking around here for 20 minutes, and our workforce aged 20 minutes. We can't go back and get the time from the employees that are growing older," ("In South Carolina, a Program That Makes Apprenticeships Work," NPR. November 2014. Apprenticeshipcarolina.com).

Middle Skills Jobs Gap



Job Openings by Skill Level, Nevada, 2014-2024



A gap of roughly
~28,000 workers
exist in middle skills
jobs in the state

Percent Alignment with Skill Level
High: 23/25
Middle: 49/51
Low: 26/26

Work Ready Communities

COLLABORATION WITH: Workforce Connections, NDE, DETR, Clark County, CSN, City of Las Vegas, City of Henderson, LVGEA, Mesquite Works!, City of North Las Vegas, NV State High School,

The New Nevada economy is responsive to employers and the community

- 21st century skilled and diverse workforce with national recognized credentials
- Employees who are adaptable and trainable to meet the needs of diverse employers and emerging technologies
- Unified Workforce *system*

WHAT is the National Career Readiness Certificate (NCRC)?

- The NCRC is a nationally recognized certificate that provides objective documentation of an employee's foundational skills
- Measures work-related skills in applied math (workplace mathematics), Reading comprehension (workplace documents), locating information, & soft skills
- The Clark County Work Ready Communities initiative is a consortium of workforce partners engaged in a collaborative effort to enhance Nevada's workforce County & statewide

WHY? In a tight or expanded labor market, employers want to reduce costs by finding the right employees. Reasons employers should consider the WorkKeys:

- Reduces hiring time and costs
- Potential training dollars

OWINN ACCOMPLISHMENTS

Key Accomplishments of OWINN (From July 2017 – Present)

- OWINN selected as lead agency to participate in the National Governors Association Policy Academy on Work-Based Learning to expand and scale opportunities for young adults 16-29 years old, particularly in STEM fields. OWINN ED serving as Core Team leader
- OWINN serves on core team for National Governors Association Occupational Licensing Policy and Practice Learning Consortium to share ideas and solutions to complex occupational licensing issues.
- OWINN successfully planned and executed statewide Governor's Workforce and Innovative Solutions Conference (July 2017) which brought together K-12, postsecondary, employers, and workforce organizations to shine a light on innovative ideas, practices, policies, and solutions to workforce in Nevada. 100% of attendees surveyed either "strongly agreed" or "Agreed" that the conference was a good use of their time.
- OWINN partnered with NDE to evaluate and present recommendations that were accepted by the Commission on Postsecondary Standards to reduce barriers preventing K-12 administrators from recruiting business professionals through the Business & Industry alternative licensing pathway.

Key Accomplishments of OWINN (June 2016 – June 2017)

- The State Board of Education and the Board of Regents passed a joint resolution in support of the integrated Learn and Earn Advanced Career Pathway (LEAP) and CTE Credit career pathways framework created by GOED and in partnership with OWINN.
- Currently proving leadership for the management of the \$799,765 ApprenticeshipUSA State Expansion grant, which was awarded to Nevada by the U.S. Department of Labor to DETR as the fiscal agent. The grant will be used to fund the Technical Readiness and Apprenticeship (TRAIN) project, a statewide effort to align programs, effectively utilize and interpret data, and reduce barriers to education, literacy, and training through Registered Apprenticeships.
- Conducted initial analysis of 2015 workforce funding from DETR's funding inventory. This is the first time a rigorous analysis of workforce funding has occurred in the state of Nevada. Additional analysis of workforce is forthcoming.
- Engaged deeply in statewide policy design, discussions, and implementation. OWINN is currently providing research, strategy, and testimony for a handful of bills currently being considered at the 79th legislative session.

Key Accomplishments of OWINN (June 2016 – June 2017)

- Facilitated a little over \$900,000 of workforce funding via Governor's reserve funding - consistent with the vision of WIOA, seven organizations were named finalists and were awarded grants ranging from \$65,000 to \$150,000 in three categories: youth, adults, and re-entry.
- Provided technical, strategic, and editing support to NDE on their successful \$2 million New Skills For Youth grant (NSFY). The NSFY is an initiative by JP Morgan Chase and the Council of Chief State Schools Office to enhance K-12 career readiness.
- Acquired information and insight on Nevada's top in-demand occupations and skills from employers; it also leveraged labor-market data provided by GOED and DETR. As a result, OWINN published the *2017 In-demand Occupations and Insights* report to inform Nevadans on in-demand and high-wage occupations.
- Authored the largest statewide survey on barriers youth and young adults face to training and employment. The survey garnered 782 web responses from 16-29 year old Nevadans and included focus groups in Clark County, Elko, and Carson City, as well as over two dozen individual conversations with Nevada's young adults.