



# Governor's Office of Workforce Transformation

## 2014 Annual Report



Governor's Office of Workforce Transformation

John R. Kasich, Governor  
Dawn Larzelere, Director

# Contents



## Section One ..... 3

- Letter from the Director of the Governor's Office of Workforce Transformation and Chairman of the Governor's Executive Workforce Board



## Section Two ..... 4

- Governor's Executive Workforce Board



## Section Three ..... 6

- Economic Overview
- Strategic Priorities
- 2014 Priority Projects
- Legislative Changes to Improve Ohio's Workforce System



## Section Four ..... 25

- Priority Projects for 2015





**John R. Kasich**, Governor of Ohio  
**R. Blane Walter**, Chair

**Governor's Executive  
Workforce Board**

John R. Kasich  
State of Ohio

R. Blane Walter (Chair)  
Talisman Capital Partners

Dennis A. Nash (Vice Chair)  
Kenan Advantage Group

Mike Archer  
Pioneer Pipe/Pioneer Group

John E. Barnes, Jr.  
Ohio House

Bill Beagle  
Ohio Senate

Brian P. Benyo  
Brillex Industries Inc.

Roy A. Church  
Lorain County Community College

Janet Weir Creighton  
Stark County Commission

Tim Derickson  
Ohio House

Dennis Franks  
Pickaway Ross Career and  
Technology Center

Lou Gentile  
Ohio Senate

Vicki Giambone  
Children's Medical Center  
of Dayton

Louise Gissendaner  
Fifth Third Bank

Amanda Hoyt  
Faith in Public Life

Phillip L. Parker  
Dayton Area Chamber  
of Commerce

Albert B. Ratner  
Forest City Enterprises, Inc.

Doug Reffitt  
Indiana/Kentucky/Ohio  
Regional Council of Carpenters

Jamie Regg  
General Electric Aviation

Patrick Sink  
International Union of  
Operating Engineers

Richard A. Stoff  
Ohio Business Roundtable

David Whitehead (Retired)  
FirstEnergy

David Wynn  
BASF Corporation

Thomas F. Zenty III  
University Hospitals

February 17, 2015

The Honorable John R. Kasich  
Office of the Governor  
77 South High Street, 30th Floor  
Columbus, Ohio 43215

Dear Governor Kasich,

Ohio businesses and our workers are critical elements to the success of Ohio. Without skilled workers, our businesses struggle to succeed and grow. Without jobs, our families face similar challenges.

The Office of Workforce Transformation is advancing important reforms to improve an often complicated workforce delivery system to help businesses find workers and Ohioans to find jobs. This report shares updates on key projects including:

**Identifying Ohio's most urgent job needs.** For too long we sprinkled limited resources and programming to provide training for a multitude of jobs. We now know our most in-demand job needs and can prioritize finite training resources to address those needs.

**An online tool to support career exploration and planning.** OhioMeansJobs.com is a website that started as a simple job matching board. This year we rolled out exciting enhancements to take the tool to a whole new level, allowing a full array of career counseling services. This interactive tool helps Ohioans of all ages research, plan and prepare for a career or career change, and offers an array of resources for Ohio employers.

**Improved and aligned performance measures.** Ohio businesses understand this mantra well: what gets measured gets better. This year we launched Ohio's Workforce Success Measures, a simple set of performance measures to track our programs' effectiveness. With an online dashboard for policy makers and program administrators, we can now see how our programs are doing over time and identify best practices.

**Prioritizing veterans.** Not only do we have a duty to support those who served our country, our veterans have a valued role in Ohio's workforce. They come home ready for work, and we are proud of our work to prioritize and support veterans.

**Reforms to align and improve the system.** In 2014, we advanced a series of common-sense reforms through a unified state plan to improve and better align a system that has too many disconnected programs and supports. With the assistance and support of local stakeholders, we identified reforms to improve our workforce system. We have more work to do to implement the reforms, but we are off to a strong start.

With the support and commitment from those who serve on the Governor's Executive Workforce Board, we have great momentum in our efforts to transform the workforce system in Ohio. We look forward to advancing these and additional reforms so that businesses can find the workers they need and Ohioans can find stability and opportunity in one of Ohio's in-demand jobs.

Sincerely,

Dawn Larzelere  
Director

R. Blane Walter  
Chairman



## Governor's Executive Workforce Board

Governor John R. Kasich firmly believes that Ohio's economic future is dependent upon a strong workforce. Who better to advise and improve our workforce delivery system than employers aware of its strengths and weaknesses? In February 2012, Governor Kasich strengthened the role of the Executive Workforce Board in Executive Order 2012-02K.

The majority of the Board represents private-industry business, but also includes representatives from labor, higher education, career technical education, the Ohio General Assembly and local government. Chaired by Blane Walter, partner at Talisman Capital Partners, the board plays an important role in advising and directing the Governor and the Office of Workforce Transformation on the path forward in reforming Ohio's workforce system.

### 2014 Governor's Executive Workforce Board

John R. Kasich  
*Governor of Ohio*

Janet Weir Creighton  
*Stark County Commission*

Albert Ratner  
*Forest City*

R. Blane Walter, Chair  
*Talisman Capital Partners*

Tim Derickson  
*Ohio House of Representatives*

Doug Reffitt  
*Indiana/Kentucky/Ohio Regional Council of Carpenters*

Dennis Nash, Vice-Chair  
*Kenan Advantage Group*

Dennis Franks  
*Pickaway Ross Career & Technical Center*

Jamie Regg  
*General Electric Aviation*

Mike Archer  
*Pioneer Pipe/Pioneer Group*

Lou Gentile  
*Ohio Senate*

Patrick Sink  
*International Union of Operating Engineers*

John Barnes, Jr.  
*Ohio House of Representatives*

Vicki Giambrone  
*Children's Medical Center of Dayton & City of Beavercreek*

Richard Stoff  
*Ohio Business Roundtable*

Bill Beagle  
*Ohio Senate*

Louise J. Gissendaner  
*Fifth Third Bank*

David Whitehead  
*FirstEnergy (Retired) & Cuyahoga Community College*

Brian P. Benyo  
*Brilex Industries, Inc.*

Amanda Hoyt  
*Faith in Public Life*

David Wynn  
*BASF Corporation*

Cynthia Callender Dungey  
*Ohio Department of Job & Family Services*

Phil Parker  
*Dayton Area Chamber of Commerce*

Tom Zenty  
*University Hospitals*

Roy Church  
*Lorain County Community College*



## Board Work Groups

The Governor's Executive Workforce Board prioritizes its work in six work groups. The work groups meet quarterly and give board members an opportunity to provide more detailed feedback and guidance on specific workforce projects.

### Business Engagement

Richard Stoff, Chair

The business engagement work group is charged with understanding the needs of Ohio's employers and ensuring our work is focused in the areas that best meet the needs of business.

### Education and Training

Dennis Franks, Chair

This work group focuses on ensuring Ohio's education and training programs are aligned to our workforce needs and are adequately preparing and connecting students and job seekers to Ohio's in-demand jobs.

### Veterans

Jamie Regg, Chair

The veterans work group prioritizes various efforts to support veterans and their families transitioning from military to civilian life. This group is also working to market job opportunities to veterans as well as market veterans as a job-ready workforce to Ohio businesses.

### Workforce Investment Board Chairs

Blane Walter, Chair

Opening the lines of communication and collaborating with the chairs of the local workforce investment boards is the focus of this group.

### Workforce System Reform

Roy Church, Chair

This work group focuses on reforming Ohio's fragmented workforce system to ensure better alignment of our programs and efficiencies in our resources.

### Youth

Amanda Hoyt, Chair

Identifying and addressing the unique workforce and educational challenges facing Ohio's youth and how to utilize resources to better serve this population is the priority of this work group.

## Summary of 2014 Board Presentations

In 2014, the Governor's Executive Workforce Board key agenda items included:

- *Industry Workforce Alliance Concepts and Initiatives – 9/9/14*
- *Workforce Success Measures Development and Implementation – 3/11/14, 9/9/14, 12/9/14*
- *OhioMeansJobs.com Enhancements for Adults and Students in K-12 – 6/10/14, 9/9/14*
- *Workforce System Reforms detailed in Ohio's Unified State Plan – 6/10/14, 9/9/14*
- *Governor's Office of Workforce Transformation Strategic Priorities – 12/9/14*



## Economic Overview

Governor Kasich continues to make job creation Ohio's number one priority. Because of important policy reforms and administrative actions, Ohio is in a strong economic and financial position. Since 2011, Ohio has seen an increase of more than 250,000 private-sector jobs, higher incomes and a record number of new business filings. The following highlights demonstrate Ohio's positive economic growth and recovery.



**SINCE JANUARY 2011, PRIVATE EMPLOYMENT INCREASED BY 285,200 JOBS, A 6.6% GROWTH**

### Private Sector Employment

	January 2011	December 2014
<b>Private</b>	4,290,900	4,576,100

Source: Current Employment Statistics



**AVERAGE WEEKLY WAGE GROWTH FROM JANUARY 2011 TO DECEMBER 2014**

**Ohio: +9.9 percent  
US: +7.2 percent**

### Worker Wages

Since January 2011, Ohio incomes are growing faster than the national rate.

	Ohio	US
<b>Average Weekly Wage</b> Growth from January 2011 to December 2014	+9.9 percent	+7.2 percent

Source: U.S. Bureau of Labor Statistics



**MEDIAN HOUSEHOLD INCOME**

GROWTH FROM 2012 TO 2013

**Ohio: +1.3 percent  
US: +0.6 percent**

	Ohio	US
<b>Median Household Income</b> Growth from 2012 to 2013	+1.3 percent	+0.6 percent

Source: U.S. Census

### New Business Filings

In 2014, 93,775 business entities were created in Ohio. That's the most in state history, breaking the record set in 2013.



**93,775 NEW BUSINESS FILINGS**

JANUARY 2014 – DECEMBER 2014



## Ohio In-Demand Jobs

Identifying businesses' most urgent job needs is critical in our work to prioritize and target Ohio's limited workforce training resources and programs.

The Ohio Department of Job and Family Services and Office of Workforce Transformation developed Ohio's in-demand jobs list using three key resources:

- State labor market statistics and projections
- Priority job needs forecasted by top Ohio businesses
- Job posting trends on OhioMeansJobs.com

Knowing the needs of business is critical to ensuring Ohio's education and training programs are preparing Ohioans for the most in-demand jobs and addressing the most critical job needs of employers.

## JobsOhio Highlights

Creating jobs and economic opportunity is a priority in Governor John Kasich's administration.

To that end, the first bill introduced in Ohio's General Assembly under Governor Kasich's leadership improved economic development by replacing the stagnant job creation department with a new private-sector approach. JobsOhio is a private, non-profit corporation designed to drive job creation and new capital investment in Ohio through business attraction, retention, and expansion efforts. JobsOhio focuses on nine main industry clusters that research shows will drive Ohio's economy now and into the future. Those clusters are:

-  Advanced Manufacturing
-  Information Services and Software
-  Automotive
-  Food Processing and Agribusiness
-  Energy
-  Aerospace and Aviation
-  Financial Services
-  Biohealth
-  Polymers and Chemicals

The Office of Workforce Transformation works closely with JobsOhio to ensure coordination in workforce development reforms and priorities. Access to a qualified workforce is often the top issue of concern to businesses operating in Ohio or those looking to relocate here.

## In-Demand Jobs

- As of December 1, 2014, Ohio has 196 jobs on the in-demand job list.
- These 196 in-demand jobs have more than 17,000 related job titles.
- Approximately 96 percent of these jobs require at least a high school diploma, with nearly 60 percent requiring some sort of postsecondary training.
- The in-demand jobs track with industry efforts to identify workforce priorities:
  - 100 percent match with the priority occupations identified by the RITE Board (IT sector partnership in Northeast Ohio)
  - 83 percent match with the priority occupations identified by Insurance Industry CEO partnership
  - 97 percent match to OhioMeansJobs.com job posting trend data

## JobsOhio Impact (July 2011 – October 2014)

- **Jobs Created: 77,540**
- **Jobs Created Payroll: \$3,349,565,391**
- **Jobs Retained: 227,578**
- **Jobs Total: 306,412**
- **Total Fixed Asset Investment: \$16,814,548,015**
- **Total Investment: \$18,591,889,797**





## Strategic Priorities

The Governor's Office of Workforce Transformation, with advice from the Governor's Executive Workforce Board, identified three strategic priorities to create a unified workforce system that supports business in meeting its workforce needs.

- ▶ **Identify business' most urgent job needs**
- ▶ **Align the skills needs of employers with our education and training programs**
- ▶ **Reform Ohio's workforce delivery system**

## 2014 Priority Projects

Many of the projects in 2013 focused on our first strategic priority, resulting in a thorough summary of Ohio's most in-demand jobs. Efforts in 2014 for Ohio's in-demand jobs include marketing these job opportunities to job seekers, sharing the data with education and workforce professionals and aligning our workforce programs and services with these jobs. To that end, this year, Ohio embedded in-demand jobs' information throughout OhioMeansJobs.com to better market these opportunities. Additionally, state agencies advanced policies to prioritize training for Ohio's in-demand jobs.

### Governor's Office of Workforce Transformation Mission:

Helping employers find the workers necessary to succeed and grow and helping workers access the information and skills training they need to compete for in-demand jobs in Ohio.

Looking more broadly, additional emphasis by the Office of Workforce Transformation in 2014 was placed on efforts to reform Ohio's workforce delivery system outlined in the state's first unified state plan for our three most significant workforce programs.

What follows is a detailed review of the priority projects advanced by the Governor's Office of Workforce Transformation and the Governor's Executive Workforce Board in our efforts to create a more unified workforce system to support business in meeting its workforce needs and workers in competing for Ohio's in-demand jobs.

### ▶ *Identify business' most urgent job needs*

#### Ohio's In-Demand Jobs

In 2013, the Office of Workforce Transformation finalized a methodology to identify Ohio's most in-demand jobs. Utilizing state employment statistics and projections data, job trends on OhioMeansJobs.com and responses from employers in priority industries on future job needs, Ohio created a summary of Ohio's most urgent job needs. This demand data is updated monthly and reviewed by a team of business and workforce experts, including representatives of the Governor's Executive Workforce Board.





## ► *Align the skills needs of employers with our education and training programs*

### **Marketing the Opportunities**

The in-demand jobs data plays an important part in OhioMeansJobs.com, ensuring that job seekers of all ages can learn about the best job opportunities with a living wage, job openings and growth opportunities. Recognizing the importance of marketing these job opportunities to Ohioans planning careers and career changes, OhioMeansJobs.com guides job seekers to the best opportunities Ohio has to offer. This effort was an important priority for the OhioMeansJobs.com enhancements formally unveiled in May 2014.

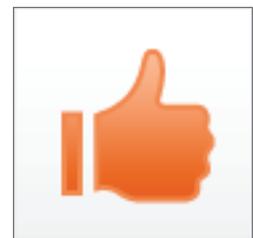
Finally, a number of policies were advanced to ensure training and support for Ohio's in-demand jobs. Specifically, the Ohio Department of Job and Family Services advanced a policy requiring local workforce entities to ensure that no less than 85 percent of the people trained are preparing for in-demand jobs. Since implementing this policy, 87 percent of individuals in the local system received training for Ohio's in-demand jobs.

### **Detailed In-Demand Jobs Reports for Education and Workforce Partners**

Our work to align and reform the workforce development system is based on the need to prioritize our most urgent job needs. This starts with the question: what jobs in key priority industries do businesses struggle to fill?

With detailed data on Ohio's most in-demand jobs, the Office of Workforce Transformation and Ohio Department of Job and Family Services prepared reports in 2014 for education and training providers and local workforce professionals to better align training and programming with our most urgent workforce needs.

The reports are available on OhioMeansJobs.com under the "In-Demand Careers" icon. Statewide and regional reports are available, as well as reports sorted by industry family clusters and recommended skillsets.



### **Inventory of Ohio's Education and Training Programs**

While providing data on job demand is critical to addressing workforce needs in Ohio, it certainly is not the end of the story. In 2014, the Office of Workforce Transformation and the Ohio Board of Regents also advanced the development of supply data to provide a comprehensive list of all education and training programs across Ohio.

Until this effort, Ohio did not have a complete catalog of available education and training programs matched to jobs. This supply list, coupled with data on Ohio's in-demand jobs, will include all types of education providers, the type of degree or certificate awarded, number of graduates, cost and length of training in its final phase of implementation. Having access to important facts and data about our education and training programs that correlate to Ohio's most in-demand jobs will be invaluable to our youth, students in higher education, and displaced workers as they make informed career decisions.

The inventory, combined with a forecast of in-demand jobs, gives a business or industry critical information needed to identify gaps in the workforce system and to develop strategies to expand the talent supply pipeline.

In the final phases of implementation, which will occur over the next 18 months, job seekers and workforce partners will have access to important data about Ohio's training programs, including the cost of the program, student enrollment, completion, and financial aid information.



## Ohio's Education and Training Program Inventory Initiative

### Phase 1 – Program Information, May 2014

The Integrated Postsecondary Education Data System (IPEDS) is a federal system of interrelated surveys conducted annually by the U.S. Department of Education's National Center for Education Statistics (NCES) to provide basic information on postsecondary institutions across the country. Phase 1 of Ohio's Education and Training Program Inventory will utilize OhioMeansJobs.com (OMJ) with IPEDS data to provide a link to documents with program details for apprenticeship opportunities and Ohio Technical Centers.



### Phase 2 – Education Supply Data Reports, September 2014

During Phase 2, Ohio developed detailed reports that provide additional supply/demand data to workforce partners. This data is based on a crosswalk between the current in-demand jobs data and the education and training program data currently available to Ohio Board of Regents.



### Phase 3 – OMJ/Education and Training Program Inventory, State Higher Education Institutions, November 2014

Based upon Phase 1 results, OhioMeansJobs.com was enhanced to have a complete set of education/training data by occupation from IPEDS and state higher education, including apprenticeship opportunities and Ohio Technical Centers (OTCs).



### Phase 4 – OMJ/Education and Training Program Inventory, All Higher Education Institutions in Ohio, Spring 2016

The Higher Education Information (HEI) system is a comprehensive database that includes student enrollment, course, financial aid, personnel, facilities, and finance data submitted by Ohio's colleges and universities. During Phase 4, HEI will serve as the data collection system for all training provider data (including state two- and four-year institutions, apprenticeship opportunities, OTCs, and private/proprietary schools). Once all the data is within Ohio Board of Regent's Higher Education Inventory, OhioMeansJobs.com will utilize this as the data source for training providers for occupations.

## Industry Workforce Alliances

Helping business address workforce shortages is an important charge of the Office of Workforce Transformation and the Governor's Executive Workforce Board. After identifying 196 in-demand jobs in Ohio, we now begin the important work of expanding the talent pipeline in areas of critical need.

Industry Workforce Alliances are sector-based partnerships that work to resolve a workforce shortage by identifying and implementing strategies to expand the talent pipeline. These alliances involve employers within an industry cluster bringing together education and training, economic and workforce development, labor, government and community organizations to focus on the workforce needs of an industry within a region or the industry as a whole.





Industry Workforce Alliances do the following:

- Address current and emerging skill gaps, both short-term and long-term.
- Provide a means to engage directly with industry beyond traditional boundaries.
- Better align state programs, education/training curriculum and other resources serving employers and workers.

Industry Workforce Alliances have a broad impact, advancing and expanding a skilled workforce throughout Ohio.

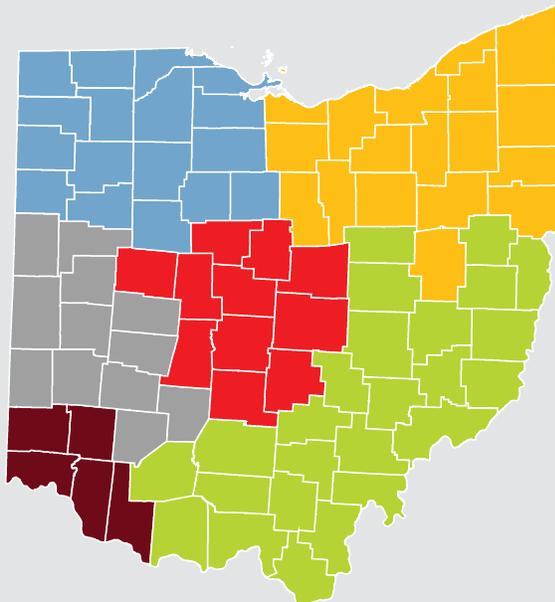
## 2014 Industry Workforce Alliance Awards

During the summer of 2014, the Governor's Office of Workforce Transformation, in conjunction with the Ohio Department of Job and Family Services, announced the Industry Workforce Alliance Pilot Initiative. The initiative is made possible through a federal incentive grant awarded to Ohio and a grant from the Governor's Office of Health Transformation innovation fund awards.

Each project will develop a career pathway system that meets the in-demand jobs needs of its region. JFS awarded six grants, one in each of the six JobsOhio regions. Collectively, the awardees will increase training opportunities by:

- **Enhancing eight existing career pathways**
- **Creating two additional career pathways**
- **Supporting dozens of scholarships**
- **Enrolling nearly 500 additional Ohioans in training toward an in-demand job**

Guided by regional employers, the grant recipients expect to place more than 75 percent of the 500 individual trainees upon completion of the program. Over the next several years, these programs anticipate continued development with the career pathways increasing capacity to offer further training opportunities to several hundred additional individuals.



### Central Ohio

Insurance Industry Resource Council, focuses on meeting the increasing demands of Central Ohio's insurance industry

### Northeast Ohio

Mahoning Valley Manufacturing Coalition, focuses on the manufacturing needs of the Mahoning Valley

### Northwest Ohio

Allen County Economic Development Group, focuses on addressing the growing manufacturing presence in Allen and surrounding counties

### Southeast Ohio

Appalachian Ohio Health Professions Pathways, helps unemployed and underemployed Ohioans find work in the health care industry

### Southwest Ohio

Partners for a Competitive Workforce, focuses on implementing a plan centered on career pathway development within the logistic field

### Western Ohio

Montgomery County Department of Community and Economic Development, focuses on directing resources to the logistics and distribution development for the county



## Strengthening Education

Reforming workforce development in Ohio begins with efforts to strengthen education in our schools. The Ohio Department of Education and the Ohio Board of Regents advanced many important reforms this year to strengthen education in Ohio and prepare youth for life. The majority of these reforms were included in the 2014 Mid-Biennium Budget Review; others were advanced as internal agency reforms.

### Dropout Prevention – Helping Keep Students in Schools

Nearly 24,000 Ohio students drop out of school every year. To help them stay in school and get their high school diplomas, Ohio will work to identify these at-risk students earlier in their school careers and then devise alternative strategies that better engage them. The Ohio Department of Education and local school districts will work together on new strategies for more effectively identifying students at risk of dropping out, connecting them with tailored career counseling, and creating new, alternative pathways to diplomas. One of those alternative pathways includes students earning an industry recognized credential. To map the industry recognized credential, the Ohio Department of Education is using Ohio's in-demand jobs list and identifying the certifications that are necessary for those jobs.

### Dropout Recovery – Helping Ohio Adults Without Diplomas Get Back on Track

As many as one million Ohio adults lack a high school diploma. After the age of 22, adults are no longer eligible for traditional high school diplomas. This proposal will allow approved community colleges and career centers to create new initiatives to help adults earn credits toward a high school diploma while pursuing job training coupled with credential efforts.

### Encouraging Mentorship through Community Connectors

The Mid-Biennium Budget Review also set aside \$10 million from casino-license fees to provide 3-to-1 matching grants for community groups and businesses to mentor students. Quality mentoring programs have proven to be effective at helping motivate and inspire students, as well as help them develop skills that lead to success in school and the workplace.

### Expanding Access to Career-Technical Education

Making Ohio's high-quality network of career-technical and vocational education available to students beginning in the 7th grade is an additional reform included in the Mid-Biennium Budget Review. It gives more Ohio students a jumpstart on career-technical education.

### Career Connections: Developing Career Pathways for Ohio's In-Demand Jobs

Career Connections is an initiative of the Ohio Department of Education to offer practical ways for teachers and families to show students, as early as in kindergarten, the types of jobs possible for them. The goal is to foster connections between what students learn in the classroom and workplace expectations, such as critical thinking, problem-solving, collaboration, leadership, innovation, and creativity.

In 2014, as part of this initiative, the Ohio Department of Education prepared career pathways for Ohio's in-demand jobs. With career pathway tools, students are able to explore a virtual menu of career pathways that let them know what jobs are available, what they pay, and what it takes to get there. The information is available on OhioMeansJobs.com along with other information for students from elementary to secondary.

**Aligning Funding for Ohio's Technical Centers**

Just as Ohio has done with two-year and four-year colleges, a new formula will shift the focus of Ohio's Technical Centers from simply enrolling more students to being successful with those students and working to ensure that students are finding jobs after they complete their program of study. Beginning in Fiscal Year 2015, 50 percent of state funding for Ohio Technical Centers will be based upon the percentage of students that actually find a job after they complete their program of study. The remaining 50 percent of state funding will be based upon a combination of successful student retention, the number of students who successfully complete a workforce training program, and the number of students who successfully receive an industry-recognized credential.

**Taking Advantage of Technology and Distance Learning**

Rapid changes in technology have created a wealth of learning opportunities for adult learners and teachers, including various modes of distance learning that take place outside the traditional classroom. To take full advantage of this emerging technology, Ohio advanced a number of programs to better prepare Ohio's workforce, including improving course- and program-sharing network designed to encourage institutions and adult career centers to share existing courses and programs across the state. Additionally, the Ohio Board of Regents will be working to expand its distance education offerings with other states to create more opportunities for Ohio residents to take college courses to expand their knowledge and skill sets.

**Keeping Ohio's International Students in Ohio after Graduation**

The number of international students attending Ohio's colleges and universities is at an all-time high, and the state's future workforce needs – especially related to engineering and sciences – will rely on their contribution to a well-trained workforce. To ensure that Ohio job creators can meet their workforce needs, the Chancellor of the Ohio Board of Regents is creating a globalization liaison to increase recruitment and enrollment of international students and to encourage them to remain in the state after graduation. The liaison will also concentrate on retaining those international students in areas such as engineering, while simultaneously encouraging more Ohioans to earn degrees in this and other high-demand fields. The Chancellor worked with institutions of higher education and the business community to make recommendations to accomplish these goals and released a report in December 2014.

**► Reform Ohio's workforce delivery system****Ohio's Unified State Plan**

For too long, Ohio's workforce system, whose services are in many cases delivered locally, has been overly-complicated, duplicative and not aligned to meet business needs. The state's most significant workforce programs previously submitted individual plans detailing their function and purpose to the federal government, thereby fostering a disjointed approach to addressing Ohioan's workforce needs. In short, Ohio's state structure led to local confusion and misalignment.

In June 2014, the Kasich Administration sought and received approval from the Ohio General Assembly to submit a single unified state plan for the three largest workforce programs: Adult Basic and Literacy Education (ABLE), Carl Perkins career technical programs, and the Workforce Investment Act (WIA). The programs will work together on shared goals and outcomes that will take critical steps forward in creating a unified workforce system. As required by the legislation, Ohio submitted a unified plan to the federal government for ABLE, Carl Perkins, and WIA in December 2014.

Ohio has used the opportunity to develop a unified state plan to engage stakeholders in identifying meaningful reforms to Ohio's workforce system. Ohio began its discussions with the focus on understanding the needs and challenges of the consumer – the business, job seeker or student. Through



these discussions, we learned that all too often a local employer is looking to fill good paying jobs but is unsure where to go to find potential employees and what type of assistance is available. A potential employee wants to find a job but needs help with skills training or some other barrier to employment. An education provider teaches skills to students but has no formal way of helping those students find a job. One unified state plan will offer better coordination and improved delivery of services, resulting in healthier companies and more Ohioans being able to provide for themselves and their families.

Through a six-month process working with state policymakers, local program providers, and businesses, Ohio identified ten reforms to move the state's workforce system forward, making the system easier to navigate, consistent across providers and programs, and aligned with business needs.

The ten reforms are:

### ▶ **Require Registration in OhioMeansJobs.com**

OhioMeansJobs.com is Ohio's virtual business and employment service center. This free site serves Ohio businesses, individuals, and students. Businesses can search millions of resumes with ease and post jobs on the site at no cost. The site provides up-to-date information on all of Ohio's in-demand jobs and employment programs.

Requiring all consumers of WIA, ABLE and Carl Perkins to enroll in OhioMeansJobs.com will increase their awareness of the resources and functionality of OhioMeansJobs.com, ensure consistency among programs, enhance job readiness and placement efforts and support career planning.

### ▶ **Require a Common Application for ABLE, WIA and Carl Perkins Adult Career Tech**

Currently ABLE has one application statewide but applications for WIA and Ohio Technical Centers vary greatly across the state. Ohio will work with providers to establish a common application for the three programs. This reform will simplify the process for the customer by reducing duplication and improving the referral process.

### ▶ **Develop a Common Case Management System**

The current case management systems for Ohio's three largest workforce programs – ABLE, WIA and Carl Perkins – are a patchwork of systems that operate independent of one another. One of the key reforms brought forward by the stakeholders was the importance of having one case management system so each program can access the same information and improve customer service.

Ohio is working with stakeholders, interested parties, and providers to develop one case management system. A common case management system would help both the job seeker and the workforce system by:

- Providing consistency throughout the workforce system;
- Simplifying the referral process between programs, allowing consumers to move into the program best suited for them;
- Supporting co-enrollment among various programs and across funding streams; and
- Improving information exchange between the different programs so workforce data can be streamlined and utilized.





### ▶ Common Assessment Strategy

The state will work with local workforce partners and providers to develop a common approach for assessments that can meet all programs' needs. This important work will reduce assessment duplication, reduce the number of assessments given, ensure more job seekers are assessed, simplify data sharing, and allow for cost savings by reducing the number of assessments given and possibly taking advantage of the state's buying power, lowering the overall costs of assessments.

### ▶ Co-enrollment between Programs and Services

Co-enrolling appropriate individuals in ABLE, WIA and/or adult career technical programs allows credential-seekers to move more quickly through the system, shows individuals the relevancy of their work, and enables the system to become more customer responsive and easier to access by bringing the services to the customer and taking a no-wrong-door approach.

Additionally, co-enrollment increases accountability within the system, connecting individuals with multiple workforce partners, ensuring continual progress through the system, and reducing the likelihood that an individual falls through the cracks.

### ▶ Require a Local Unified Plan

At the state level, the unified state plan is aligning Ohio's largest federally-funded workforce programs. Since these services are delivered locally, a logical next step is to require a local unified plan among local partners to better facilitate collaboration to ensure the needs of business and the job seeker are being met.

A local unified plan creates shared understanding of the workforce needs as well as a shared vision and goals for how the local system is run. A local unified plan:

- Reduces duplication of services;
- Improves collaboration and communication;
- Allows for alignment of resources to in-demand jobs;
- Improves resources utilization and return on investment;
- Reduces confusion and services barriers for consumers; and
- Promotes staff training and cross-training on the other programs.

The local unified plan would be developed based on guidelines and criteria developed by the state in collaboration with local workforce partners, providers and interested parties.

### What They Are Saying

"Ohio's unified state plan takes previously isolated workforce services and joins them under one cooperative strategy. The stakeholder meetings – the first time that representatives from the state's three largest workforce programs were brought together to tackle these issues – were crucial in developing the unified state plan, taking into account the invaluable experiences and ideas of local providers. The unified state plan puts these local workforce partners on the same page, improving coordination of services and producing better results for individuals and employers."

*Dr. Jerome R. Brockway,  
Superintendent, Ashtabula County  
Technical and Career Campus (A-tech)*

### What They Are Saying

"We applaud the efforts of the Governor's Office of Workforce Transformation in leading the diverse group of stakeholders in preparing to better connect the services offered by WIA, ABLE and Carl Perkins providers. We valued the opportunity to meet with our colleagues from ABLE and the Carl Perkins providers and to have our voices heard in supporting Ohio's unified state plan of bringing together the largest workforce programs to identify the reforms that will help us be more responsive to the needs of employers and individual Ohioans accessing the public workforce system. We are prepared and excited to provide the additional input that will be needed in the next phase of the efforts to move the unified plan ahead at the local level."

*Mike Longo, Director, Lorain County  
Workforce Development Agency and  
Operator of OhioMeansJobs Lorain  
County*



### ▶ **Increase Access to Remedial Education and High School Credential Training**

ABLE is Ohio's front-line program to help adults without a high school diploma or equivalency. ABLE provides services for individuals who need assistance acquiring the skills to be successful in job training and employment. The single biggest challenge the ABLE program faces in Ohio is a lack of awareness about what ABLE is and the wide-range of free services the program provides.

The Ohio Board of Regents will lead efforts to re-brand and market the ABLE program. Efforts will focus on increasing awareness of the services offered, reducing the stigma, and increasing post-secondary training.

### ▶ **Embed Job Readiness and Soft-Skills Training in All Workforce Training Programs**

A common complaint heard from businesses is that workers do not have the job readiness and soft skills needed to perform the job. Soft-skills training is sprinkled throughout the workforce system but at the present time is not administered in a consistent way. Ohio's workforce system is going to meet this challenge head on by developing model curricula that addresses job readiness and soft skills and ensures it is offered more broadly. The model curricula will be responsive to business, ensuring consistency and quality.

### ▶ **Ensure Career Counseling**

The Office of Workforce Transformation is working with the Ohio Department of Education, Ohio Board of Regents and stakeholders to improve approaches to counseling, ensuring that customers understand how best to transition to higher levels of training and credentials. By developing common counseling approaches and improving counseling services, job seekers will have a greater awareness of Ohio's in-demand jobs and training opportunities, ensuring that business needs are met.

### ▶ **Develop Workforce Success Measures**

The Office of Workforce Transformation's philosophy is simple: what gets measured gets better. To ensure the state's workforce programs are meeting the needs of individual job seekers as well as Ohio's employers, the Office of Workforce Transformation is working with stakeholders and The Ohio State University to create a common set of workforce success measures for ABLE, WIA, Carl Perkins, and state financial aid and scholarships, allowing policy makers to continually monitor progress across multiple programs, creating better transparency and greater accountability.

### **What They Are Saying**

"The Mahoning & Columbiana Training Association (MCTA) supports the Governor's Office of Workforce Transformation (OWT) in leading the effort to coordinate the state's largest workforce programs under one comprehensive plan. The ten reforms identified by the Governor's Office of Workforce Transformation will better connect the services offered by WIA, ABLE and Carl Perkins providers, ensuring that consumers receive the services they need and do not fall by the wayside. MCTA stands ready to offer any additional assistance required to ensure a successful implementation."

*Bert R. Cene, Executive Director,  
Mahoning & Columbiana Training  
Association, Workforce Investment  
Board Area 17*



## Ohio's Workforce Success Measures

A critical element of Ohio's Unified State Plan and an initiative of the Governor's Executive Workforce Board is the work to create aligned performance metrics for Ohio's workforce programs.

The Office of Workforce Transformation is pleased with the progress made in 2014 to create and roll-out an online dashboard of aligned measures for Ohio's most significant workforce programs: WIA, ABLE, Carl Perkins- Adult Career Tech and state-funding financial aid and scholarships for college education. This project, Workforce Success Measures, evaluates efforts to:

- Provide job seekers with access to training that results in skills gain;
- Connect individuals to short- and long-term employment;
- Increase participants' overall earnings; and
- Meet the needs of employers.

Ohio's Workforce Success Measures was unveiled on a user-friendly, online dashboard in December of 2014.

### What They Are Saying

"This is the first time in Ohio that we have empirical data on the effectiveness of our workforce programs. This workforce data will spotlight successes so we can replicate them, and identify areas that need improvement."

*Thomas F. Zenty III, Chief Executive Officer, University Hospitals, Cleveland, Ohio  
Member of the Governor's Executive Workforce Board*



### What They Are Saying

"Creating clear performance metrics and a dashboard to easily review them leads to better and more universal evaluations of what is working and what is not working in our workforce system. A user-friendly dashboard that captures and displays updated worthwhile data on the success of the programs will help those of us on the front lines better understand, evaluate and replicate proven approaches."

*Stephanie Hightower, President and Chief Executive Officer, Columbus Urban League*

"The establishment of consistent success measures for our main workforce programs will provide necessary data to evaluate the operations of the current system as well as help plan for future workforce activities. These measures will help result in positive outcomes for job seekers, a better trained and prepared workforce, and additional support for Ohio's businesses."

*Joel Potts, Executive Director, Ohio Job and Family Services Directors' Association, Columbus, Ohio*

"Until system-wide strategies are implemented, successes in workforce will be narrow and more localized. This effort to develop Workforce Success Measures with consistent measures, common expectations and aligned goals will allow the activity of workforce in Ohio to be focused on businesses and job seekers, not individual programs and bureaucracy."

*John Trott, Executive Director, Workforce Investment Board, Area 7*



## Prioritizing Veterans

In all of the efforts of the Office of Workforce Transformation and the Governor's Executive Workforce Board, veterans are a top priority. We are committed to ensuring veterans are given the attention they deserve and businesses have the support and assistance they need to hire them. The following projects in 2014 prioritized veterans as a ready workforce:

### **Streamlining the Occupational Licensing Process for Ohio Military Veterans**

For Ohio veterans who want to work toward earning a professional license or certificate from one of the state boards, commissions or agencies after their service, there has been no uniform system to best serve veterans' particular needs.



Veterans find it difficult to get credit for the military training and education they received during their service when applying for professional license or certificates. Ohio advanced important reforms to ensure veterans have the opportunity to receive credit for these professional licenses. Significant work has been made to address the following areas:

- Boards and commissions are required to apply for GI Bill eligibility, ensuring that their testing fees to receive licenses and certificates are covered by the GI Bill benefit.
- Boards and commissions with regulatory authority of occupational licenses are required to establish a process to expedite and prioritize licensing and certification for veterans and their spouses.
- Boards and commissions must adopt a standard definition of veteran and service member to ensure that the State can properly identify and provide priority of service to all veterans and service members.
- In addition to the critical workforce assistance provided to the boards and commissions, the Ohio Department of Veteran Services (DVS) is creating a centralized website that provides state occupational licensing information as well as other helpful information for transitioning veterans and their spouses. The website, [OhioMeansVeteransJobs.com](http://OhioMeansVeteransJobs.com), will be launched in early 2015.

### **Giving Veterans College Credit for Their Military Training and Experience**

Veterans who work toward a college degree deserve credit for the military training, experience and coursework they received in the service. However until this effort, Ohio lacked a uniform and effective process for awarding that credit. Governor Kasich addressed this in his 2014 Mid-Biennium Budget Review proposal, which became House Bill 488. In 2014, Governor Kasich signed the legislation that improved how Ohio institutions award credit to transitioning veterans.

The **Military Strategic Implementation Team** (MSIT) has been hard at work researching promising practices within both the University System of Ohio (USO) and nationally to benefit veterans on Ohio's campuses. The MSIT is comprised of individuals from USO institutions with expertise and leadership in working with service members' and veterans' issues in higher education to guide the implementation of these recent laws and reforms.

Additionally, the recently enacted law requires the Chancellor of the Ohio Board of Regents to develop a set of standards and procedures for state institutions of higher education to utilize in the granting of college credit for military training, experience, and coursework. The Military Transfer Assurance Guide, which will be finalized by July 2015, will provide a baseline of standards, procedures and tools for granting college credit for military experience for any public college and university providing more consistent services across our system.



Ohio law now requires the Board of Trustees or managing authority of each state institution of higher education to establish an appeals procedure for students who are veterans or service members for resolving disputes regarding the awarding of college credit for military experience.

With guidance from the MSIT, a **Valuing Ohio Veterans Toolkit** has been developed to provide our state institutions with the necessary tools to address and implement the requirements of House Bill 488. To provide additional support, training and professional development on the reforms, toolkit and guide will be provided for the faculty and staff working with veterans and service members.

With these reforms and assistance, Ohio's higher education system will be in a better position to more uniformly award college credit for military training and experience.

### Helping Ohio Veterans Make the Transition to College

When reentering civilian life as a college student, veterans often struggle to learn the many opportunities available on a college campus. Ohio has a number of colleges and universities with first-rate veteran offices or specifically assigned counselors to support transitioning veterans. House Bill 488 sought to replicate these best practices by requiring such offices on every public campus in the state. In addition, veterans and active military members are being provided priority course registration at our public institutions ensuring they have access to the classes they need to succeed and thrive in civilian life.

Additional changes included in the Mid-Biennium Budget Review ensure that no veteran is ever asked to pay for the military-training credits he or she is awarded. In addition, while the majority of Ohio's state-supported colleges and universities previously did not charge veterans for such credits, this had not been universal. Law changes included in the Mid-Biennium Budget Review ensure that Ohio's public colleges and universities cannot charge for evaluation, transcription and application of college credit for military experience.





### Veterans Business Support Center

In July 2014, the Ohio Department of Job and Family Services launched the Veteran Business Support Center as a resource of OhioMeansJob.com. This is a coordinated state effort to develop a single point of entry for businesses looking to locate and hire veterans.

To date, the Veterans Business Support Center has helped assist more than 1,168 businesses by providing resumes, veteran labor market information and additional support services. Two examples of companies that have been helped follow.

#### Quality Associates, Dayton, Ohio

In May 2014, Procter & Gamble announced plans to open a distribution center in the city of Union, near Dayton.

Quality Associates, a contract packaging company, will be responsible for the hiring of customization packers at the distribution center. Quality Associates has partnered in recent months with the Veteran Business Resource Center for assistance with its first tier hiring priorities to fill critical management positions. With the help of the Resource Center, Quality Associates considered dozens of Ohio veterans and offered positions to two veterans as part of the company's first goals to build its senior management team.



Quality Associates recognizes the benefits of veterans joining its workforce with the skills, traits and work ethic the company values and will be working to fill as many positions as possible with qualified Ohio veterans. Quality Associates will open its new office in February 2015, and anticipates hiring nearly 600 people. It looks forward to working with the Veteran Business Resource Center to help identify veterans to join the team.

#### Component Repair Technology, Mentor, Ohio

Component Repair Technologies, Inc. is a leader in aerospace component repairs, providing high quality component repair to airlines, military, and turbine engine operators around the world. Because many veterans' skills translate well to its business, veterans make up approximately 15 percent of Component Repair Technology staff. Like many businesses, finding qualified staff is critical to the success of this company. The Veteran Business Support Center has been instrumental in helping it find qualified staff in welding, machining and other technical and support positions.



"Veterans have the technical skills and the discipline to be great team members," said Human Resources Manager John Gallagher. "The Ohio Veteran Business Support Center offers a great service to us to help us find qualified veterans for us to consider. We have found five great new team members just this year and appreciate these referrals."

#### Veterans Business Support Center

- *1,168 inquiries for employers seeking veterans have been received since July 2014*
- *1,388 veteran resumes have been sent to perspective employers*
- *69 veterans have been hired*

*(as of November 28, 2014)*



### Veterans Priority Policy at Local OhioMeansJobs Centers

The Ohio Department of Job and Family Services also advanced a new and improved veterans priority of service policy in 2014 to ensure consistency and priority service for veterans who visit local OhioMeansJobs centers.

The policy will ensure that all local workforce areas have the following in place:

- A local priority of service policy for veterans
- A veteran specific workflow process at all OhioMeansJobs centers
- A consistent statewide questionnaire/intake form
- Dedicated staff at each OhioMeansJobs center to ensure that our veterans receive the services and priority that they have earned

### Incumbent Worker Training Voucher Program

The Ohio Incumbent Workforce Training Voucher Program is one of Governor Kasich's signature economic development initiatives. Believing that an individual should not have to lose his or her job to receive training, Governor Kasich and the Ohio General Assembly created the Ohio Incumbent Workforce Training Voucher Program to provide direct financial assistance to train workers and improve the economic competitiveness of Ohio's employers. This public-private partnership is designed to offset a portion of cost to upgrade the skills of an incumbent worker and provides reimbursement to eligible employers or individual employees for specific training costs accrued during training (\$4,000 per employee up to \$250,000 per Ohio employer). This program issued its third round of funding in 2014.

### OhioMeansJobs.com Enhancements

Through a \$12 million Workforce Innovation Fund Grant from the U.S. Department of Labor, OhioMeansJobs.com received a "facelift" in 2014 with exciting enhancements to move the tool beyond a basic job matching board to a virtual career planning tool. OhioMeansJobs.com offers a menu of career services for all Ohioans, and an abundance of resources for businesses looking to hire.

Ohio has also launched OhioMeansJobs K-12. OhioMeansJobs K-12 is a no-cost, online career development tool that enables teachers, parents and students to explore career interests, research career options, and evaluate education and training programs in a child-friendly way.

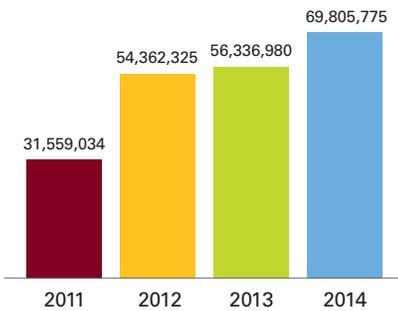




## OhioMeansJobs.com Usage Statistics

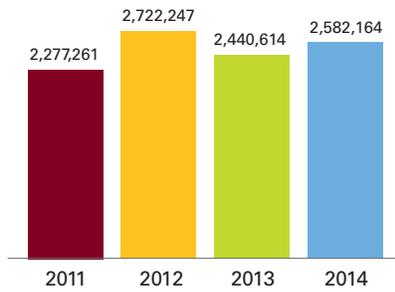
### Individual

#### JOB SEARCH RESULTS

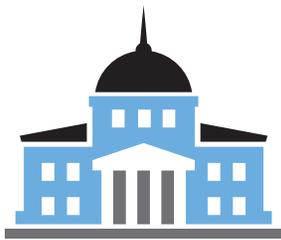
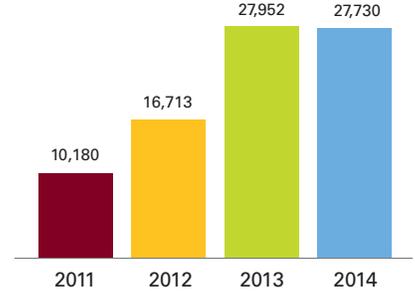


#### UNIQUE VISITORS

(Represents Unique IP Addresses)



#### VETERANS PORTAL VISITS



#### K-12 REGISTERED USERS

(April-December 2014)

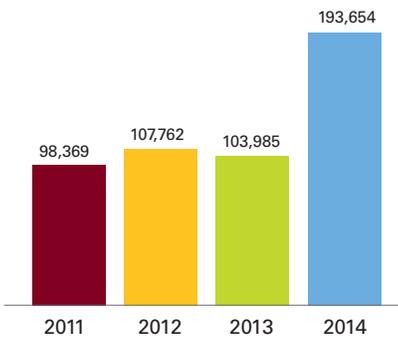
**46,872**  
YOUTH

**1,166**  
SCHOOLS

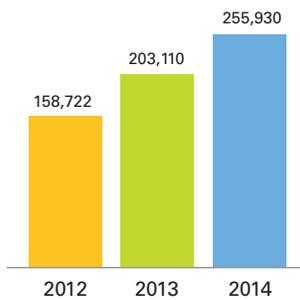


### Employer

#### EMPLOYER RESUME SEARCHES



#### JOB POSTINGS



#### BUSINESS SUPPORT CENTER TALENT REQUESTS

**2,485**

2013

(Sept.-Dec.)

**9,943**

2014





## Legislative Changes to Improve Ohio's Workforce System

This year, the Ohio General Assembly included a number updates to Ohio law to support important reforms to Ohio's workforce system. In March 2014, Governor Kasich introduced the 2014 Mid-Biennium Review to advance additional reforms and policies to move Ohio forward. The proposal was considered by the Ohio General Assembly in separate legislative proposals. Some of the proposals advanced a number of important workforce reform measures.

### **House Bill 393**

*Representative Nan Baker*

Recognizing the significance of OhioMeansJobs.com as a premier online education and career planning tool, House Bill 393 requires public high schools beginning in the 2014-15 school year to distribute information on OhioMeansJobs.com to parents and students.

### **House Bill 484**

*Representatives Cliff Rosenberger and Tim Brown*

As part of the Ohio Mid-Biennium Budget Review, this legislation requires the Ohio Board of Regents to complete an inventory of education programs to provide important supply data necessary to implement strategies to expand the talent pipeline in critical areas of workforce need.

### **House Bill 486**

*Representatives Nan Baker and Gerald Stebleton*

This Mid-Biennium Budget Review bill strengthens in Ohio law the efforts of the Governor's Office of Workforce Transformation to develop Workforce Success Measures – aligned workforce measures – for Ohio's most significant workforce programs, and to make those measures available on an online dashboard.

The bill also includes in Ohio law, the requirement that the Office of Workforce Transformation, in collaboration with the state agencies with workforce programs, submit a unified state plan for federal adult basic literacy, career-technical education and workforce development programs.



The legislation also mandates that the Department of Job and Family Services identify and publish a list of in-demand jobs. The legislation requires local workforce investment boards, workforce investment agencies and other providers of workforce training to use the in-demand jobs list to cultivate and prioritize workforce development activities.

## House Bill 488

*Representatives Al Landis and Mike Dovilla*

This Mid-Biennium Budget Review legislation supports Ohio veterans by improving how the state awards credit for military training and service for Ohio Boards and Commissions awarding occupational licenses and Ohio's institutions of higher education. A summary of the key changes in the bill include:

- Boards and commissions will be required to apply for GI Bill eligibility, ensuring that their testing fees to receive licenses and certificates are covered by the GI Bill benefit.
- Boards and commissions with regulatory authority of occupational licenses will be required to establish a process to expedite and prioritize licensing and certification for veterans and their spouses.
- Boards and commissions are now required to adopt a standard definition of veteran and service member to ensure that the State can properly identify and provide priority of service to all veterans and service members.
- Additionally, the Ohio Department of Veteran Services (DVS) will provide critical workforce assistance to boards and commissions. DVS will also create a centralized website that provides state occupational licensing information to veterans and their spouses and provide additional support and assistance to Ohio's boards and commissions serving veterans as necessary.

Veterans who work toward a college degree deserve credit for the military training. House Bill 488 includes a number of reforms to improve awarding college credit for a veteran's service and training. These reforms include:

- Ohio Board of Regents will develop a set of standards and procedures for granting college credit for military experience and provide support and assistance to institutions.
- Ohio's public colleges and universities are prohibited from charging for the evaluation, transcription and application of college credit for military experience.
- Institutions must establish a veterans-specific appeals process regarding the award of credits in the event that a veteran would ever need to question a decision regarding military-training credit.
- All Ohio public colleges and universities must have a veteran office and specifically assigned counselors to support transitioning veterans so that veterans know of the many opportunities available on a college campus.
- All public colleges and university are required to provide veterans and active military members with priority course registration to ensure they have access to the classes they need to succeed and thrive in civilian life.





## Priority Projects for 2015

The Office of Workforce Transformation advanced significant reforms in 2014 to improve Ohio's workforce development system for both employers and individuals. With a focus on better alignment with education and training providers to meet the job needs of employers and common-sense reforms to the system as a whole, the priority projects envisioned for 2015 will ensure continued momentum in these areas.

The anticipated priority projects for 2015 include:

- **Add a new focus area for the Office of Workforce Transformation to better recognize the state's direct role in helping employers access potential workers**
  - Continue enhancements to OhioMeansJobs.com based on employer feedback to help employers identify potential workers and resources
  - Identify resources to provide Ohio's growing businesses access to the skilled employees they need to open quickly and run efficiently
  - Create opportunities for Ohio businesses to work cooperatively with workforce partners on short- and long-term strategies to address workforce shortages
- **Identify business job and skills needs**
  - Continue to monitor the In-Demand Occupation Report and develop a process to ensure it continues to reflect current and future demand
- **Align the skills needs of employers with the training programs offered in the education system**
  - Report on inventory of Ohio's education and training programs to provide supply data to accompany demand data
  - Consider opportunities to increase work opportunity experiences for Ohio students
  - Enhance career counseling opportunities and develop new approaches to inform students and adults to in-demand career opportunities
- **Reform Ohio's workforce delivery system**
  - Implement reforms to align and improve workforce system delivery identified in the Unified State Plan
  - Review functionality and value of Workforce Success Measures online dashboard
  - Implement Workforce Innovation and Opportunity Act reforms



### **Follow our work at:**

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