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State Workforce Investment Board

2013 ANNUAL REPORT



***SUBMITTED BY THE
STATE WORKFORCE INVESTMENT BOARD (SWIB)***

Data and analysis provided by the Maine Department of Labor's
Center for Workforce Research and Information and the Bureau of Employment Services (BES)

Additional narrative by the SWIB, Local Areas, and BES

Introduction

The State Workforce Investment Board (SWIB) is authorized under Maine Law (*26 MRSA Sections 2004 to 2006*) and is one of the Workforce Investment Act's (WIA) compliance requirements in order for the Governor to receive workforce investment funds that serve to assist those with barriers to employment in the Adult Workers, Dislocated Workers and Youth Workers cohorts in their job search efforts.

Per Section 5 of the SWIB's by-laws, the Board shall make an annual report to the Governor and Legislature describing the state of Maine's workforce and making recommendations for public and private action related to workforce development. The following report includes these items and shall also address requirements in state law for WIA, apprenticeship, disabilities, and youth. It covers the 2013 calendar year and also includes data available during Program Years 2012 (*Jul 1, 2012—Jun 30, 2013*) and 2013 (*Jul 1, 2013—June 30, 2014*).

The State Workforce Investment Board and the Maine Department of Labor provide equal opportunity in employment and programs. Auxiliary aids and services are available to individuals with disabilities upon request.

Alternative formats of this document are available upon request at SWIB.dol@maine.gov

Reporting Assurance

The Maine Department of Labor submits all required WIA financial, participant, and performance data reports in accordance with instructions issued by USDOL and as laid out in 20 CFR 667.300 and within required reporting deadlines. In addition, Maine performs all federally mandated report and data element validation annually.

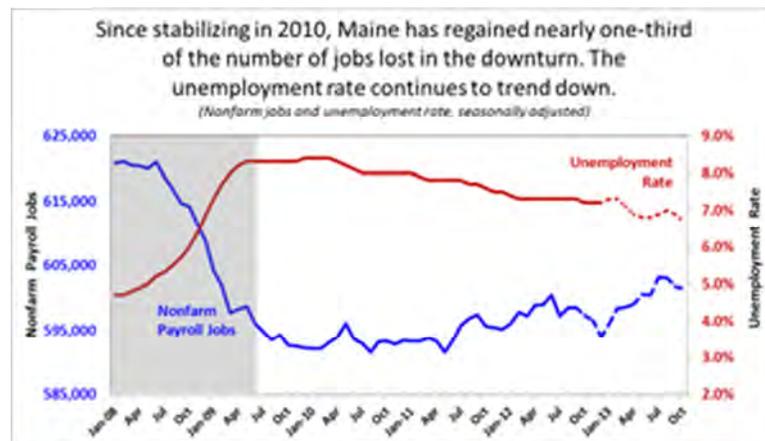
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Economic and Workforce Information Analysis

STATE CONTEXT

Maine's economy has begun to recover from the worst downturn in 80 years during which nearly 30,000 jobs were lost before employment stabilized in 2010. Since mid-2011, non-farm employment has increased by nearly 10,000 jobs. At 6.7 percent (October 2013), the state's unemployment rate is lower than the national rate (7 percent in November 2013) but remains higher than pre-recession rates below 5 percent.



The state faces two major challenges. Demographic trends and restructuring of employment are concurrently slowing labor force growth, causing shortages of workers with the education, experience, or skills needed by employers in growing industries, and causing massive displacement of groups of workers whose background does not match the needs of employers in growing sectors.

Demographic Trends

Trends in Maine's population and workforce present challenges and opportunities. Maine has the oldest population in the nation. The large baby boom generation, currently in their 50s and 60s, is aging toward retirement. At the same time, the number of births per year has fallen below the number of deaths, resulting in natural decrease in population (births minus deaths). Between 2010 and 2030 Maine's working-age population (ages 20 through 64) is projected to shrink by 14 percent from 805,700 to 696,300 – a loss of 109,400 potential workers.

In the near-term (through 2020) Maine's Center for Workforce Research and Information (CWRI) expects modest labor force growth as the first baby boomers reach traditional retirement age and many continue to work. Labor force participation among people over age 60 initially increases, presenting an opportunity to find ways to capitalize on the skills and experience of older workers who continue in their current careers or in "encore" careers.

In less than a decade, labor force participation is likely to decline as increasing numbers of baby boomers age into their 70s and beyond. Exiting older workers will outnumber young people entering the labor force. Compounding this situation is the fact that older workers generally have more experience, higher earnings, higher labor force participation rates, and lower unemployment rates than younger workers who are still developing the skills and experience necessary for success. The challenge facing employers is two-fold: a deficit of younger workers to replace older workers leaving the labor force; and accelerating losses of skilled and experienced employees.

Structural Shifts in Employment

The recession accelerated the restructuring of employment on multiple levels. On an industry level, jobs lost in the recession were concentrated in manufacturing and construction, accelerating a long-term decline in jobs related to producing goods relative to those providing services. Many jobs in manufacturing and construction pay above average wages and are accessible to workers without post-secondary education. Jobs such as these in well-paying occupations with lower educational requirements are declining or growing very slowly.

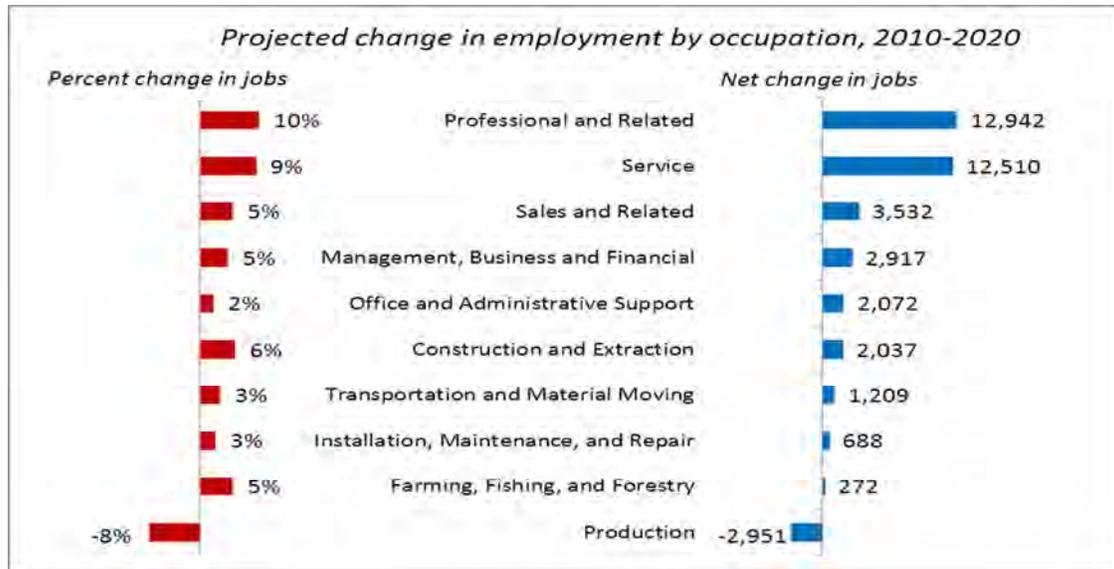
Demand is also decreasing for administrative support occupations, long a source of a middle-class lifestyle for many without a college education. Jobs in these occupations are projected to grow at half the average rate for all occupations between 2010 and 2020.

Many workers displaced from production, construction, office and administrative support, and other declining occupations lack the qualifications to fill jobs in growing occupations that offer similar levels of pay. Because jobs lost from declining industries or in slow-growing occupations are not expected to return, job prospects for those without post-secondary education are likely to worsen in the years ahead without well-directed job training resources.

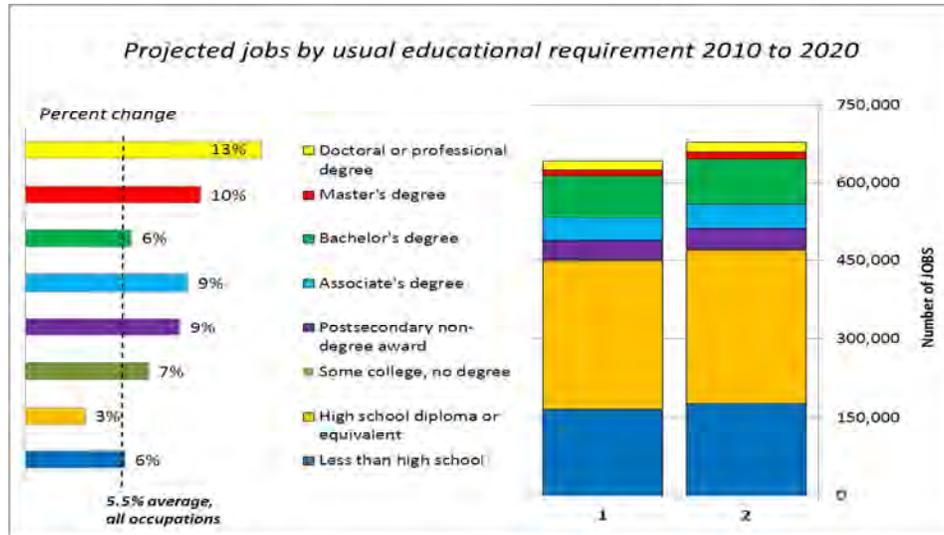
While many individuals find their years of accumulated experience are no longer in demand, many employers are challenged to find the workers with the education, experience, or skills needed to perform functions critical to their operations. Demand for workers in education and health care, professional and business services, and leisure and hospitality is rising. The staffing needs of those industries are primarily for professional and technical functions—which generally require post-secondary education or training and offer higher-than-average earnings—and for service, sales, and administrative support functions—which generally do not require post-secondary education or training and offer lower than average earnings. The result is job growth concentrated at the upper and lower ends of the education and earnings spectrum.

OUTLOOK 2010 to 2020

Between 2010 and 2020, total employment is projected to increase by 5.5 percent. Among industries, projected job gains are highest in health care, professional and business services, leisure and hospitality, and retail; continued job losses are expected in manufacturing. Among occupations, projected gains are concentrated in professional and service occupations and losses in production jobs.



Healthcare practitioners and technicians represent 60 percent of the net job gain in professional occupations and healthcare support jobs represent 26 percent of net gain in service jobs. Other professional occupations with faster than average growth are: business and financial operations, computer and mathematical, science, and legal occupations. Other service occupations with faster than average growth are: personal care, food preparation and service, and buildings and grounds maintenance occupations.



Forty-three percent of net job growth is expected to occur in occupations requiring some form of post-secondary training or credential; 25 of the 40 fastest growing occupations fall into this category. On the other end of the spectrum, of the 40 occupations expected to lose the most jobs, most are occupations that require a high school diploma or less for entry. Workers entering or returning to the job market with lower levels of education are less likely to find a job or prosper in an economy that places a premium on education or training beyond high school.

Forty Occupations with the Fastest Projected Rate of Job Growth in Maine Between 2010 and 2020

SOC Code	Occupation	Average Employment		Growth Rate	Education/Training Requirement
		2010	2020		
29-2032	Diagnostic Medical Sonographers	262	392	49.6%	Associate's degree
19-1042	Medical Scientists, Except Epidemiologists	116	167	44.0%	Doctoral or professional degree
29-1126	Respiratory Therapists	504	711	41.1%	Associate's degree
27-3091	Interpreters and Translators	205	283	38.1%	Bachelor's degree
29-2037	Radiologic Technologists and Technicians	1,072	1,467	36.9%	Associate's degree
13-1121	Meeting and Convention Planners	240	326	35.8%	Bachelor's degree
29-2031	Cardiovascular Technologists and Technicians	255	343	34.5%	Associate's degree
47-3012	Helpers--Carpenters	236	317	34.3%	Less than high school
29-2056	Veterinary Technologists and Technicians	585	781	33.5%	Associate's degree
29-2041	Emergency Medical Technicians and Paramedics	1,902	2,489	30.9%	Postsecondary non-degree award
25-1122	Communications Teachers, Postsecondary	122	159	30.3%	Doctoral or professional degree
49-9062	Medical Equipment Repairers	179	233	30.1%	Associate's degree
13-1161	Market Research Analysts and Marketing Specialists	494	630	25.5%	Bachelor's degree
53-3011	Ambulance Drivers and Attendants, Except Emergency Medical Technicians	267	340	27.3%	High school diploma or equivalent
31-9093	Medical Equipment Preparers	256	324	26.6%	High school diploma or equivalent
47-3011	Helpers--Brickmasons, Blockmasons, Stonemasons, and Tile and Marble Setters	225	280	24.4%	Less than high school
29-2055	Surgical Technologists	558	693	24.2%	Postsecondary non-degree award
21-1091	Health Educators	488	606	24.2%	Bachelor's degree
43-6013	Medical Secretaries	3,607	4,463	23.7%	High school diploma or equivalent
31-1011	Home Health Aides	4,662	5,760	23.6%	Less than high school
29-2033	Nuclear Medicine Technologists	124	153	23.4%	Associate's degree
27-2022	Coaches and Scouts	2,153	2,643	22.8%	High school diploma or equivalent
49-3053	Outdoor Power Equipment and Other Small Engine Mechanics	357	438	22.7%	High school diploma or equivalent
15-1141	Database Administrators	359	440	22.6%	Bachelor's degree
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	501	612	22.2%	High school diploma or equivalent
39-9021	Personal and Home Care Aides	6,578	8,033	22.1%	Less than high school
33-9091	Crossing Guards	820	997	21.6%	High school diploma or equivalent
29-1131	Veterinarians	404	487	20.5%	Doctoral or professional degree
15-2011	Actuaries	252	303	20.2%	Bachelor's degree
33-9093	Transportation Security Screeners	186	223	19.9%	High school diploma or equivalent
45-3011	Fishers and Related Fishing Workers	445	533	19.8%	Less than high school
29-1111	Registered Nurses	15,335	18,358	19.7%	Associate's degree
29-2053	Psychiatric Technicians	523	625	19.5%	Postsecondary non-degree award
31-2022	Physical Therapist Aides	219	261	19.2%	High school diploma or equivalent
13-1151	Training and Development Specialists	1,074	1,279	19.1%	Bachelor's degree
27-1026	Merchandise Displayers and Window Trimmers	798	947	18.7%	High school diploma or equivalent
29-1031	Dietitians and Nutritionists	322	382	18.6%	Bachelor's degree
29-9091	Athletic Trainers	124	147	18.6%	Bachelor's degree
21-1022	Medical and Public Health Social Workers	665	788	18.5%	Master's degree
31-2021	Physical Therapist Assistants	257	304	18.3%	Associate's degree

Occupations with fewer than 100 jobs in 2010 were excluded from this list.

Forty Occupations with the Largest Projected Net Job Loss in Maine Between 2010 and 2020

SOC Code	Occupation	Average Employment		Net Decline	Education/Training Requirement
		2010	2020		
11-1021	General and Operations Managers	10,805	10,238	-567	Associate's degree
43-6014	Secretaries, Except Legal, Medical, and Executive	10,153	9,643	-510	High school diploma or equivalent
43-5053	Postal Service Mail Sorters, Processors, and Processing Machine Operators	782	450	-332	High school diploma or equivalent
51-2092	Team Assemblers	2,913	2,642	-271	High school diploma or equivalent
51-1011	First-Line Supervisors/Managers of Production and Operating Workers	3,350	3,103	-247	Postsecondary non-degree award
43-2011	Switchboard Operators, Including Answering Service	770	558	-212	High school diploma or equivalent
43-5081	Stock Clerks and Order Fillers	7,851	7,645	-206	Less than high school
51-9198	Helpers--Production Workers	1,912	1,715	-197	Less than high school
43-5051	Postal Service Clerks	444	257	-187	High school diploma or equivalent
43-5071	Shipping, Receiving, and Traffic Clerks	2,380	2,200	-180	High school diploma or equivalent
51-9121	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	628	479	-149	High school diploma or equivalent
41-9041	Telemarketers	2,082	1,939	-143	Less than high school
51-7011	Cabinetmakers and Bench Carpenters	641	503	-138	High school diploma or equivalent
53-3022	Bus Drivers, School	1,750	1,620	-130	High school diploma or equivalent
47-2111	Electricians	3,967	3,839	-128	High school diploma or equivalent
49-9044	Millwrights	369	251	-118	High school diploma or equivalent
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	596	483	-113	Postsecondary non-degree award
51-9032	Cutting and Slicing Machine Setters, Operators, and Tenders	483	374	-109	High school diploma or equivalent
51-7041	Sawing Machine Setters, Operators, and Tenders, Wood	664	558	-106	High school diploma or equivalent
51-6063	Textile Knitting and Weaving Machine Setters, Operators, and Tenders	264	160	-104	High school diploma or equivalent
51-5112	Printing Press Operators and Job Printers	484	384	-100	High school diploma or equivalent
51-9196	Paper Goods Machine Setters, Operators, and Tenders	454	357	-97	High school diploma or equivalent
43-9021	Data Entry Keyers	733	639	-94	High school diploma or equivalent
51-7042	Woodworking Machine Setters, Operators, and Tenders, Except Sawing	337	244	-93	High school diploma or equivalent
11-9051	Food Service Managers	2,091	1,999	-92	High school diploma or equivalent
51-8021	Stationary Engineers and Boiler Operators	487	403	-84	High school diploma or equivalent
25-2031	Secondary School Teachers, Except Special and Vocational Education	5,227	5,147	-80	Bachelor's degree
51-4032	Drilling and Boring Machine Tool Setters, Operators, and Tenders, Metal and Plastic	389	309	-80	High school diploma or equivalent
27-1012	Craft Artists	499	420	-79	High school diploma or equivalent
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	397	324	-73	High school diploma or equivalent
53-7063	Machine Feeders and Offbearers	325	253	-72	Less than high school
11-9131	Postmasters and Mail Superintendents	378	307	-71	High school diploma or equivalent
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	1,145	1,074	-71	High school diploma or equivalent
51-9111	Packaging and Filling Machine Operators and Tenders	2,022	1,953	-69	High school diploma or equivalent
51-6064	Textile Winding, Twisting, and Drawing Out Machine Setters, Operators, and Tenders	208	145	-63	High school diploma or equivalent
17-3011	Architectural and Civil Drafters	445	383	-62	Associate's degree
51-7021	Furniture Finishers	254	193	-61	High school diploma or equivalent
17-3013	Mechanical Drafters	817	758	-59	Associate's degree
41-9091	Door-To-Door Sales Workers, News and Street Vendors, and Related Workers	455	396	-59	High school diploma or equivalent
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	262	207	-55	High school diploma or equivalent

In addition to the trend toward jobs at the upper and lower ends of the education and earnings spectrums, the flattening of organizations in all sectors puts a premium on self-organization, self-management, and personal initiative by workers at all organizational levels. Specialization of functions is becoming a thing of the past as workers increasingly are given more diverse sets of responsibilities not only requiring higher knowledge and skills but also raising occupational qualifications. Jobs that once required little more than a strong back or manual dexterity now require higher levels of reading comprehension and skills in communication, critical thinking, and decision-making.

SKILLS GAP

Maine is home to many individuals who need a job or a better job and many businesses that need qualified staff, yet mismatches between the two groups create barriers to employment.

Job vacancy surveys identify occupations with persistently high rates of openings and are an effective way to precisely identify knowledge and skill gaps. The Maine Department of Labor is seeking funding to survey employers so that they can identify occupations in which employers are persistently challenged to find staff. In conjunction with occupational projections, job vacancy data will provide another tool with which to target limited training and educational resources, better serving both employers and job seekers.

Lacking current job vacancy data, O*Net skill importance ratings can be used to compare and contrast occupations in demand to occupations projected to decline between 2010 and 2020. The adjacent table is an example, identifying potential skill gaps between growing and declining occupations that require a high school diploma or less.

The table lists 12 skills of relative importance to 11 high-growth, high-wage, in-demand occupations; only skills with an average rating of 50 or higher (where 100 = most important) are selected for comparison. The 11 growing occupations have the following common attributes:

- Projected employment growth greater than the 5.5 percent projected for all Maine occupations, 2010-2020
- Median wage above the \$15.63 per hour / \$32,510 per year median wage of all Maine occupations in 2011
- Each occupation is expected to have at least 20 openings per year between 2010 and 2020
- Usual educational requirement for entry is high school diploma or less

Occupations in decline were selected on the basis of projected net job loss between 2010 and 2020. Thirty-four of 40 occupations with the highest projected losses have an entry requirement of high school diploma or less; of these, 18 are production and seven are office and administrative support occupations. Skill ratings for the declining occupations were averaged for each group. Differences between the average for in-demand occupations and the averages for declining occupations indicate potential skill mismatches.

Skill	Average skills importance rating		
	High Wage, High Growth, In Demand Occupations	Declining Occupations	
		Production	Office and Admin. Support
Active Listening	64	47	63
Critical Thinking	63	50	51
Speaking	63	47	64
Reading Comprehension	60	46	52
Judgment and Decision Making	57	43	47
Monitoring	57	51	49
Social Perceptiveness	55	45	54
Complex Problem Solving	53	42	44
Coordination	53	45	51
Time Management	53	46	51
Writing	51	35	44
Active Learning	50	34	41

On the whole, average skill ratings for office and administrative support occupations are closer to growing occupations, with the largest gaps in critical thinking, judgment and decision making and complex problem solving. Ratings for production occupations differ by a larger margin from growing occupations in nearly all skills, with the largest gaps in active learning, writing, active listening, speaking and judgment and decision-making.

This analysis looks only at those good-paying, growing occupations that do not usually require a post-secondary education or credential. The reality for many or most workers displaced from declining occupations is that they will need additional education or training to qualify for work in an occupation that offers similar wages. This is particularly true of workers displaced from well-paying production and construction jobs.

Performance Highlights

COMMON MEASURES

In the 2012 program year (PY12), which ran from July 1, 2012—June 30, 2013, the Maine Department of Labor's (DOL) Bureau of Employment Services (BES), in consultation with the State Workforce Investment Board and the four local area Workforce Investment Boards (Aroostook/Washington Workforce Investment Board, Tri-County Workforce Investment Board, Central/Western Maine Workforce Investment Board, and Coastal Countries Workforce Investment Board), were approved for a waiver of the legal requirements to utilize the 17 WIA performance measures in favor of nine measures of performance for employment and training activities.

Program	PY12 Goal	PY12 Actual
Adult - Entered Employment	82.0%	84.7%
Adult - Retained Employment	85.3%	86.5%
Adult - Average Earnings	\$10,097	\$11,668
Dislocated Worker - Entered Employment	87.0%	88.1%
Dislocated Worker - Retained Employment	90.1%	92.1%
Dislocated Worker - Average Earnings	\$14,500	\$14,532
Youth - Placed in Employment / Education	62.3%	64.2%
Youth - Earned a Degree or Diploma	68.9%	73.0%
Youth - Literacy Numeracy Gains	20.0%	24.7%

During PY12, BES conducted Workforce Investment Act and Wagner-Peyser Act monitoring and evaluation of each of the four Local Workforce Investment Boards and Service Providers for PY11. Program monitoring has two main purposes: 1.) to ensure that the CareerCenter system is in compliance with the intent and substance of the rules governing

funding streams; and 2.) to provide an understanding of the systems operating to achieve the overall workforce investment goals.

The first purpose satisfies the mandate of the State oversight agency to ensure that statutes, regulations, and policies are being followed, supports the SWIB's goal of accountability, and meets legislative oversight requirements.

The second purpose allows the monitoring effort to take a strategic perspective. Monitoring becomes a way to develop an understanding of the systems the CareerCenters draw upon to deliver information and services to customers. The systems are composed of the working relationships with public and private entities and may take such forms as partnerships, agreements, collaborations, coalitions, and protocols. Working relationships may be internal or external to the CareerCenter facility. They may have been established by a local board for the entire area or established independently by a CareerCenter.

For the first time in 12 years, all four local workforce areas, as a whole, met or exceeded the negotiated goals. Part of this can be accredited to a slight uptick in the Maine economy, a lower unemployment rate statewide, and an increased emphasis on performance of Maine's workforce investment system overall.

TRADE ADJUSTMENT ASSISTANCE

Funds from the Trade Adjustment Assistance (TAA) program, which helps trade-affected workers who have lost their jobs as a result of increased imports or shifts in production out of the United States, were used towards training expenses for **759** workers. Overall, the TAA program provided reemployment services to **1,367** – all TAA customers in PY12 were served.

TAA program outcomes for PY 2012:

Entered employment rate:	64.9%
Retention rate:	91.6%
Average earnings:	\$16,740.19

WAGNER-PEYSER and WIA

Wagner-Peyser established Employment Services nationwide, and in 1998 was amended to include these services as part of the One-Stop services delivery system. Known in our state as the Maine CareerCenters, this delivery system provides universal access to an integrated array of labor exchange services so that workers, job seekers and businesses can find the services they need in one stop and frequently under one roof in easy-to-find locations.

Maine Job Bank

During PY12, **81,689** individuals registered with the Maine Job Bank. Overall Maine Job Bank activity is summarized in the chart below:

Maine Job Bank Statistics	PY 2011
Jobs Opened	18,126
Total Positions Opened	36,719
Jobs Closed	17,872
Total Positions Closed	36,559
Job Seeker Accounts Activated	49,524
Employer Accounts Activated	1,377
Job Notices Sent	4,000,974
Referrals Accepted	263,124

Top 20 Job Openings by Occupational Category

Occupational Category	Total Job Openings
Office and Administrative Support Occupations	1846
Production Occupations	1455
Sales and Related Occupations	1366
Construction and Extraction Occupations	859
Food Preparation and Serving Related Occupations	710
Healthcare Support Occupations	696
Transportation and Material Moving Occupations	637
Protective Service Occupations	535
Community and Social Services Occupations	515
Healthcare Practitioners and Technical Occupations	462
Installation, Maintenance and Repair Occupations	426
Management Occupations	392
Farming, Fishing, and Forestry Occupations	350
Personal Care and Service Occupations	254
Business and Financial Operations Occupations	196
Building and Grounds Cleaning and Maintenance Occupations	188
Computer and Mathematical Occupations	168
Education, Training and Library Occupations	138
Architecture and Engineering Occupations	126
Arts, Design, Entertainment, Sports and Media Occupations	109

WIA Stats for PY12

With limited training dollars, the MDOL was able to serve **1,033 adults, 1,071 unemployed workers** and **919 youth**:

- On average, approximately **86 percent** of all those enrolled found jobs;
- **86 percent** of the adults served were still working more than six months after placement; and
- Approximately **85 percent** of the older youth (ages 19–21) served were still working six months after placement.

Training services focus on providing skills-based credentials such as a diploma or equivalency, certificate or degree:

- **65 percent** of the adults served received a credential; and
- **73 percent** of the youth served received a degree or certificate.

Skill attainment for youth is measured when they successfully complete a goal such as improving basic skills (reading and math), work readiness skills (resume, interviewing, time management, budgeting) and/or occupational skills (medical assistant, welder, and accountant). In PY12, **89 percent of the youth** served successfully completed some type of skill goal.

Re-Employment Eligibility and Assistance Program

The Re-Employment Assistance (REA) Program has existed in Maine since 2005 and is designed to interact with participants in the early stages of their Unemployment Insurance (UI) benefit claim. The re-employment of claimants and the reduction of erroneous payments are high priorities for Maine, and the REA program addresses both of these priorities.

This important initiative was a big step for Maine. It focuses on connecting UI claimants with re-employment and introduces the full array of services available at CareerCenters, while also ensuring that participants comply with all UI eligibility requirements and the goals of the REA program. With the implementation of the program we have found that attention to claimants' efforts in finding new jobs and their re-employment service needs has resulted in shorter claim durations, prevention of improper payments that result in overpayments, and improved employment outcomes.

Maine's REA Program has been successful and was recently cited as having best practices with the new Pre- & Post-Lab Workshop Format. This new template allows REA staff to spend one-on-one time with each participant, developing an Individual Employment Plan, assessing work search logs, and conducting eligibility review interviews and questionnaires. Along with these one-on-ones, the group portion of the workshop disseminates information on re-employment and job search using labor market information from the Center for Workforce Research and Information website, CareerCenter orientations, Maine's Job Bank registration and activation, USDOL's CareerOneStop, and O*NET assessments, My Skills My Future, My Next Move, etc.

Maine data shows participants in the REA treatment group have shorter duration of unemployment—a cost savings to the Unemployment Trust Fund, lower exhaustion rate and higher re-employment rate than those in the comparison group who are NOT receiving REA services.

Period ending 3/31/2012	Comparison Group	REA Treatment Group	Difference
Average Duration	15.66	14.71	-0.96
Benefits per Claimant	\$4,481	\$4,018	-\$463
Percent Exhaustion	41.3%	38.5%	-2.7%
Percent Reemployment	32.9%	32.9%	0.0%

WORKFORCE INVESTMENT ACT – STRATEGIC PLAN INITIATIVES

In Maine’s WIA 2012-2016 Strategic Plan, the Governor has pledged to maximize the return on public investment and to prioritize, leverage, and align stakeholder resources and investments in employment and training that will meet the employment needs of Maine’s workers and the talent needs of Maine’s businesses. To that end, the following initiatives have taken place during 2013.

ALIGNMENT of RESOURCES

Tri-Agency Collaboration

The Maine Departments of Labor, Education, and Health and Human Services initiated a tri-agency collaborative in PY11 that began to yield results in PY12. The collaborative, endorsed by the commissioners of all three Departments, was conceived as a way to better synchronize and energize cross-agency efforts toward the common goal of helping TANF and SNAP participants achieve independence for themselves and their families.

During the summer of 2012, DHHS initiated an effort to enhance the ASPIRE program in more effectively moving TANF recipients from welfare to work. From the beginning, DHHS engaged both the Department of Education’s Adult Education division and the Department of Labor in this effort.

Working together both at the state and local level, the Departments have designed and are implementing a “Pathways to Employment” model that recognizes the participant’s employment related strengths and challenges. The pathway begins with a full vocational

assessment that leads to appropriate referrals for employment, education, training, and/or necessary social supports. As part of this effort, DHHS has also engaged the DOL in work-site development specifically for this population.

Goals for the first year of this effort included:

- Strengthening the state-level tri-Department commitment;
- Establishing and strengthening the local commitment among the three Departments, employers, and educational, training, and support-services providers;
- Build a network of supports to better prepare shared clients for employment; and
- Decrease the number of Maine citizens in need of public assistance.

Eleven local partnerships have been established; each has a distinct work plan developed using the above-cited goals. As a result, in one local area, the DOL and DHHS are now co-sponsoring quarterly job fairs.

Additionally, regional groups representing the local services for adult education, TANF, SNAP and WIA/One-Stops were formed to establish unique collaborative arrangements that would meet the needs of their common customers/participants, and ensure a more smooth co-enrollment and more comprehensive education/training/employment/public support for better employment outcomes for individuals receiving public assistance. Progress of these regional collaborations is reported at semi-annual conferences, where models are shared.

Some of the systemic issues seem small but are significant in nurturing the effectiveness of the collaboration. One example is the development of a common release form that programs in all three Departments can utilize.

As PY13 proceeds, there are further discussions taking place for a greater partnership between Maine's TANF-based ASPIRE program and the Department of Labor's Bureau of Employment Services (BES) to improve TANF work participation rates by tapping BES's expertise with worksite development.

Maine Public Library Information Commons Project

A three-year, \$1,362,459 grant from the Broadband Technology Opportunities Program (BTOP), part of the American Recovery and Reinvestment Act, made it possible for the Maine State Library to initiate the Maine Public Library Information Commons Project in July 2010. In PY12, the project continued its partnership between public libraries and the DOL, specifically the Maine CareerCenters.

In Maine, where a majority of the population lives in rural areas, broadband access and video conferencing services can be crucial for fostering economic development, expanding training opportunities, and providing support to community-serving organizations. The Maine State Library upgraded public computer centers at as many as 107 public libraries statewide and increased the number of available broadband workstations by as much as 60 percent by deploying approximately 500 new workstations and upgrading an additional 150. It also enhanced training opportunities by deploying 11 video conferencing regional hubs and three mobile computer labs to enable hands-on training in remote rural locations. The project leveraged the resources of three existing Maine State Library programs, improving

employment-related services offered by libraries and making legal information and services more accessible to the public.

The Maine State Library demonstrated that public computer centers are sources of opportunity for state residents, particularly in a weak economy. The state has experienced its highest increase in unemployment in recent years among residents with the least education, and many of these job seekers do not have the experience or educational prerequisites to enter occupations with the largest share of openings. To help address some of these challenges, Maine State Library's Information Commons Project provided free broadband access, career-development tools, and job-search resources.

Along with these new computer resources, the project created a web portal that brings together resources to help visitors learn new skills and get jobs. The portal, which can be accessed from home or at a public library, offers more than 80 free career and digital literacy courses, webinars, and resources. Additionally, the portal offers free access to the LearningExpress Library, a platform featuring more than 770 practice tests, tutorials, and e-books on job searches, workplace skills enhancement, GED exam preparation, certification and licensing exam preparation, and college and graduate school admissions exam preparation. The LearningExpress Library includes popular video-based tutorials on Microsoft® Office, Adobe® products, and other software used in the workplace today.

As part of this grant, public libraries focused on providing training and resources to the unemployed in their communities. The Maine State Library created and purchased resources to assist unemployed Maine citizens, and they shared those resources with CareerCenter staff. A trainer was hired who worked closely with the Department of Labor to help train job seekers throughout Maine.

The Maine State Library also provided on-site training for job seekers, in partnership with the Maine Department of Labor's Rapid Response Team. The McArthur Public Library in Biddeford hosted a training session for unemployed workers, including a group laid off by a local branch of a home improvement chain. The session gave an overview of the online resources available to job seekers and covered such topics as interviewing skills, preparing for job fairs, and the use of social media during job searches. More sessions in libraries statewide are scheduled as the Maine State Library works with CareerCenters, Workforce Investment Boards, and Public Libraries to help residents develop practical skills to rejoin the workforce.

INCREASED INPUT from BUSINESSES

Chamber Regions

Chambers of Commerce were introduced as a key partner for obtaining business-fed data in Maine's 2012–2016 WIA Strategic Plan. Local Workforce Investment Areas encompass multiples of these Chamber Regions, which combine counties into similar economic districts based on the Maine Department of Economic and Community Development's (DECD) Tourism Regions.

These designated Chamber Regions are already aligned with the Local Workforce Investment Area structure as of December 2013, with one exception in the “Downeast & Acadia” Chamber Region where its counties are split.

Chamber Region	Counties	Local Area
Aroostook	Aroostook	1
Downeast & Acadia	Washington*, Hancock**	*1, **2
The Maine Highlands	Penobscot, Piscataquis	2
Kennebec & Moose River Valley	Kennebec, Somerset	3
Maine's Lakes & Mountains	Androscoggin, Franklin, Oxford	3
Greater Portland & Casco Bay	Cumberland	4
The Maine Beaches	York	4
Mid-Coast	Knox, Lincoln, Sagadahoc, Waldo	4

In the Strategic Plan we focused heavily on obtaining locally fed, employer-driven business data with Chambers of Commerce as convening intermediaries. The relationship with the Chambers will greatly increase our outreach capacity.

Additionally, the Governor, in partnership with the SWIB, as outlined in WIA Sec. 117(b)(1), proposed criteria to be used by the Chief Local Elected Officials (CLEO) in the Local Workforce Areas for Local Board (LWIB) membership that will provide further input from businesses. Criteria includes adding at least one Chamber Director from each Chamber Region, the DECD Governor’s Account Executive(s), a representative from the Economic Development District that serves the Chamber Region(s), and businesses representatives (employers from each Chamber Region).

INDUSTRY PARTNERSHIPS

In June 2013, the SWIB coordinated a presentation on Industry Partnerships by Garrett Groves, Senior Policy Analyst for the National Governors Association (NGA). Mr. Groves spoke about “State Sector Strategies – Coming of Age: Implications for State Workforce Policymakers”, to an audience of close to 100 from various state agencies, Chambers of Commerce, LWIBs and service providers, education, and additional workforce system stakeholders.

These Sector Strategies, according to the report, are “partnerships of employers within one industry that bring government, education, training, economic development, labor, and community organizations together to focus on the workforce needs of an industry within a regional labor market. At the state level, they are policies and investments that support the development of local sector partnerships.”

The report also states that more than half of the nation’s states are exploring or implementing sector strategies, making the model the most consistently adopted approach to meeting businesses’ need for skilled workers and workers’ need for good jobs through:

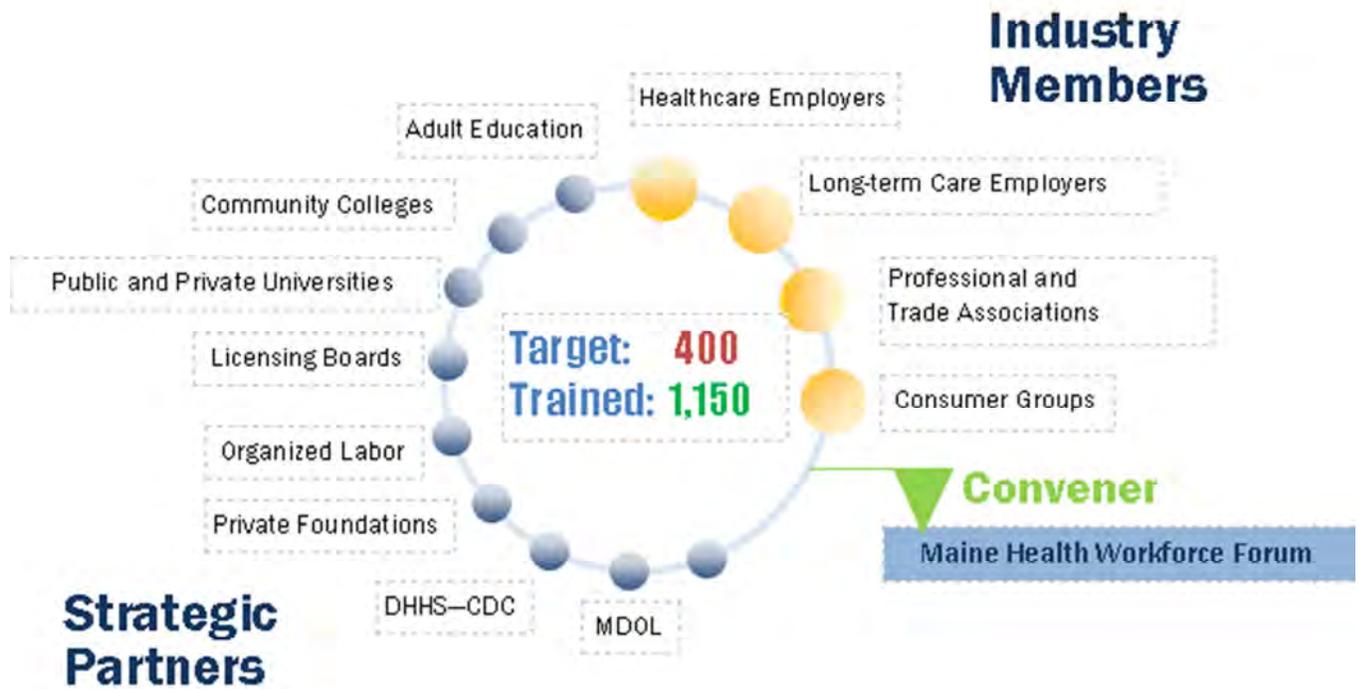
- Addressing current and emerging skill gaps
- Providing a means to engage directly with industry across traditional boundaries
- Better alignment of state programs and resources serving employers and workers

Example at the State Level

The Maine DOL was awarded a \$4.9 Million Dollar Health Sector Grant in March 2010. The grant, funded by the American Recovery and Reinvestment Act (ARRA) through the U.S. Department of Labor Employment and Training Administration, concluded in June of 2013.

The goal of the project was to increase the training, education, and employment of credentialed health care workers through a sector partnership that included the health care industry, education, workforce system partners, and the Maine DOL.

Healthcare Sector Partnership



The successful metrics outlined below provide an overview of the impact grant funding made on individual trainees.

Goals vs. Outcomes	Grant Goals	Achieved	Difference	Goal Obtained
Participants Served	400	1150	750	288%
Beginning Education/Training	400	1143	743	286%
Complete Education/Training	346	925	579	267%
Complete Education/Training and Receive Degree/Certificate	332	906	574	273%
Placed Into Unsubsidized Employment	310	495	185	160%
Placed Into Training Related Unsubsidized Employment	225	479	254	213%

Throughout the grant period, maintaining and developing relationships and obtaining input from interested parties was absolutely critical in moving grant efforts forward. The successful engagement of businesses and the connection of silos with similar goals that occurred during the implementation of the healthcare grant are being used as the model for sector-based workforce development moving forward in Maine.

The outreach and networking facilitated by the Healthcare Forum throughout the grant period assisted grant staff in developing and implementing strategies to achieve grant outcomes specified in the original solicitation for grant applications (SGA). Through the Forum, many sub-groups with a specific healthcare focus were established. Maine's population growth is statistically neutral (1.3 million) and one of the oldest in the nation. In 2012, 51 percent of Maine's workforce was 45 years of age or older. The population of young people who will age into the labor force is much smaller than the population who will be aging out of the labor force in the next two decades. As a result, we will have a smaller labor force at a time when health care demand will be significantly rising. To realize economic prosperity, Maine needs all work-aged individuals capable of self-sufficiency to be gainfully employed.

Examples at the Local Level

In response to the needs of the foresting industry, Local Area 1 hosted a comprehensive logger business training seminar in conjunction with the University of Maine at Fort Kent, industry representatives, and other partners from the banking and insurance sectors. Sixty attendees participated in the two-day training that covered production management, accounting practices, human resources management, and basic business acumen skills.

Local Area 2 continues to engage partners across the region in order to address the industry/sector needs. The TCWIB is an active partner of Mobilize Eastern Maine (MEM) and consistently informs and engages business and industry partners, educators, and economic development partners in workforce development activities throughout the region.

Over 200 job openings were available at customer support telecom centers throughout Local Area 3 during PY 12. CWMWIB worked closely with the Wilton CareerCenter, Central Maine Community College, Franklin County Community College Network, Mt. Blue Adult Education, Foster Tech Career & Technical Education (CTE), and other stakeholders to determine the employment and skills gap needs of this industry.

Much of the business engagement activity for Local Area 4 in PY12 was focused on companies with STEM-related occupations. Some of the primary industries targeted include healthcare, advanced manufacturing, composites technology, information technology, and aviation.

The Joint Select Committee on Maine's Workforce and Economic Future (MWEF) worked with experts and industry leaders to formulate a plan to address Maine's skills gap. Maine's then SWIB Director, Garret Oswald, testified in favor of Industry Partnerships, which were later included in LD 90.

While LD 90 was ultimately folded into the State's budget, with no funding for Industry Partnerships, the concept was identified as a needed resource to help close the skills gap to meet the hiring needs of businesses.

America Works Initiative

Later in 2013, the NGA released an initiative called "America Works: Educating and Training for Tomorrow's Jobs". Governor Mary Fallin of Oklahoma, Chair of the NGA, said in the report:

"Governors are uniquely positioned to foster stronger connections between education and the workforce because within states, they are the sole individual who has responsibility for both public education and economic development. States and the businesses that drive state economies can help secure their own economic future by aligning education institutions and workforce training efforts with the project demands of tomorrow's labor market."

To that end, the SWIB brought Mr. Groves back to Maine for its November meeting to speak on this initiative to the Board and an audience that included workforce development stakeholders, economic development, the Governor's Account Executives, education, the private sector, and members of the Legislature. The meeting also included a presentation from Glenn Mills, Chief Economist at CWRI, who spoke about the workforce challenges of our demographics.

The presentations were filmed and are available on the MDOL YouTube channel:

<http://www.youtube.com/channel/UCvfpXsodP0Mtel8nXborwSQ>

VETERANS

Staffing and Training

The Jobs for Veterans State Grant (JVSG), a USDOL funded program, provided \$811,000 in PY12, supporting 14.5 FTE veterans staff positions. Four of these were limited-term positions, added to build veterans staffing capacity in different regions of the state. Maine's JVSG staffing is comprised of seven full-time and five half-time Disabled Veterans Outreach Program specialists (DVOPs), and five full-time Local Veterans Employment Representatives (LVERs), working within 12 CareerCenter offices and numerous itinerant sites. One of the LVERs serves as the state Veterans Program Manager, based at the central office in Augusta. This staffing plan included a heavier emphasis on DVOP positions this past year to ensure that intensive services are adequately provided to veterans with barriers to employment.

The JVSG staff development plan for PY 2012 included training for both JVSG grant funded staff and for CareerCenter partners. Seven of Maine's DVOPs and LVERs attended the Labor and Employment Specialist (LES) and/or the Case Management (CM) trainings at the National Veteran's Training Institute (NVTI) in Denver.

Local and statewide staff trainings for JVSG, WP, WIA and VR staff provided in PY12 included:

- Military Culture 101 Workshops
- OSOS Case Management Webinar
- CareerCenter Veterans Customer Flow Workshops
- Leadership for the Implementation of Veterans Services

Special Initiatives and Collaboration

Our JVSG and WP staff continued to support the VOW Gold Card, VRAP and Post 911 G.I. Bill On-the-Job-Training (OJT) initiatives by providing the following services to Maine veterans:

VOW Gold Card:

- **1,189** Gold Card veterans were served by Maine’s CareerCenter staff in PY12—about 15 percent of the **8,160** total veterans served
- **131** gold card veterans received services from JVSG staff (21 percent), while 97 percent of the Gold Card veterans received staff assisted services
- The JVSG staff conducted regular follow-up with Gold Card veterans (at least every 30 days), as well as others, until the veteran successfully found employment or was referred to VR&E or other resources

VRAP – Veterans Retraining Assistance Program: Of the **429** Maine veterans who have applied for VRAP since its inception, **197** have been approved for training. To date, **59** have been reported to have completed their training. Maine’s JVSG staff provides follow-up services.

Post 911 G.I. Bill OJT: The LVER in Portland teamed up with Bob Haley, Director of the Maine State Approving Agency for Veterans’ Education, to develop *the first successful Post 911 G.I. Bill OJT in Maine* to date. The partnership includes two employers (a real estate appraisal company and a real estate school) in the region.

Maine’s DVOPs and LVERs continue to collaborate with local agencies and programs such as the Disability Employment Initiative, Maine’s new Business Leadership Network that promotes the hiring and advancement of people with disabilities, the Apprenticeship Program, Ticket to Work, Bureau of Veterans Services, Maine Military Community Network, state Vocational Rehabilitation, Chambers of Commerce, Volunteers of America, Local Workforce Investment Boards (LWIBs), Homeless Shelters, American Legion, Maine National Guard, and the Employer Support of Guard and Reserve.

They also collaborate with Vocational Rehabilitation & Employment (VR&E-Togus) and have a Memorandum of Understanding (MOU) in place. Our DVOP and LVER staff provides labor market information, intensive services, case management, and job search and placement services for VR&E MOU referrals.

Performance Targets and Outcomes for Jobs for Veterans State Grants

DVOP	Negotiated Standard	Actual Outcome
Disabled Veterans EER	46	52
Disabled Veterans ERR	72	80
LVER		
Recently Separated Veterans EER	54	38
Recently Separated Veterans ERR	71	83
DVOP/LVER Consolidated		
Veterans EER – Weighted	53	58
Veterans ERR	76	80
Veterans Average Earnings (AE)	\$13,800	\$13,193

Performance Targets and Outcomes for One-Stop Services for Veterans

	Negotiated Standard	Actual Outcome
Veterans Entered Employment Rate (EER)	48	52
Veterans Employment Retention Rate (ERR)	78	81
Veterans Average Earnings (AE)	\$12,700	\$13,908
Disabled Veterans EER	43	47
Disabled Veterans ERR	75	81
Disabled Veterans AE	\$13,500	\$13,591

In the quarter ending June 30, 2013, the end of PY12, Maine exceeded 11 of its 13 negotiated performance standards, continuing a positive trend for several consecutive quarters. Maine also met or exceeded 11 of our 13 negotiated standards in the first and second quarters of 2013. For JVSG, the EER for DVOP Disabled Veterans dropped by eight percentage points, still exceeding the negotiated standard after several quarters dating back to first quarter 2011, when we had been unable to meet the standard.

The Disabled Veterans ERR increased slightly again (since the last quarter) by another one percentage point and remained above the negotiated standard. The recently separated veterans EER continues to be well below our negotiated standard – an area that needs improvement.

Although earnings under DVOP/LVER Consolidated Veterans Average Earnings increased slightly, it continues to remain slightly below the negotiated standard. Average earnings for both One-Stop services to disabled veterans and veterans remained moderately above their respective standards.

APPRENTICESHIP

Studies have shown that registered apprentices earn about \$250,000 more over a lifetime than college graduates, primarily because by the time they finish their degree they are already at the top of the wage scale and have little to no college debt.

The Maine Department of Labor develops apprenticeship programs and standards in cooperation with employers and employees to prepare future workers in skilled labor occupations under standards that ensure complete training in all aspects of an occupation, supplemented by the necessary technical instruction in related subjects.

Total Apprentices	1235
Total New in 2012	282
Change since 2011	-206
Average Hourly Entry Wage	\$12.64
Average Hourly Completion Wage	\$20.16
Average Completion Rate Women in NTO	4%
Percentage of Apprenticeships in Precision Manufacturing	53%
Percentage of Apprenticeships in Construction	28%
Percentage of Apprenticeships in Service	19%

Maine Apprenticeship Council

The committee acts in an advisory capacity to the Maine Apprenticeship Program and as such can act in a similar capacity for the SWIB. The committee reviews and approves occupational training standards for industry sponsors and is able to make specific recommendations based on years of expertise in the area of developing training standards in partnership with Maine businesses. The committee has a balanced sense of the workforce related needs of individuals and businesses. Because the program is strictly regulated by both state and federal statute, the committee brings knowledge of the ways in which goals can be met and outcomes achieved within regulated frameworks.

The council acts to advise the Maine DOL on the approval of programs, sponsors and apprenticeship policy, rules and related regulations. The council meets on a quarterly basis or as required for the purpose of reviewing and approving programs. The council also serves to advise the SWIB on matters pertaining to Registered Apprenticeship.

Through a joint effort between Maine's \$4.9 Million Healthcare Grant and the Maine Apprenticeship Program, the committee approved the first healthcare apprenticeship in Maine. The newly developed nursing apprenticeship programs are sponsored by Maine General Health (MGH) in Augusta and prepare the apprentices in the nursing specialty areas of Emergency Room, Critical Care and Float Nurse.

The leveraging of grant resources to develop a sustainable and replicable apprenticeship model for healthcare is proving to be of significant value to MGH and has piqued interest in apprenticeship within Maine's Healthcare industry. The program is saving the employer money by providing training cost assistance, closing the skill gap and improving employee retention rates.

DISABILITIES

The Disabilities Employment Initiative Asset Development

In PY12, the USDOL-funded Disabilities Employment Initiative (DEI) met its primary objectives regarding Ticket to Work participation, state level collaboration, and robust activity at the local level. There were many notable developments, such as the hiring of a state coordinator for the Ticket to Work program and the establishment of a Business Leadership Network (BLN) in the Maine Chamber of Commerce. The BLN, while not a DEI activity *per se*, was an important partner for reaching employers – another example of businesses engagement in workforce development under the Strategic Plan.

The Commission on Disabilities and Employment

The Commission on Disabilities and Employment (CDE), established by the legislature in 1997, promotes collaboration with the public and private sectors to increase awareness and influence policy related to employment for people with disabilities. Its members envision a

Maine workforce that includes all people with disabilities employed in jobs that meet both their economic and personal needs.

The CDE has over 50 percent voting members with disabilities representing diverse populations living with their unique challenges. In addition, CDE members come from several agencies and organizations committed to increased employment opportunities for persons with disabilities to earn equal wages in an integrated setting in the community.

Four committees from the Bureau of Rehabilitation Services along with the CDE compose the Five Councils. Together they focused on two key areas: Employment First legislation and obtaining feedback from Mainers with disabilities. They monitored the drafting and passage of Maine's Employment First legislation and through the process ensured that all persons with disabilities had the opportunity for input in the drafting of the bill and to ensure future representation in the created three-year coalition. The Employment First bill was passed and signed into law by Governor LePage.

The Five Councils hosted the first annual Empowerment Forum for persons with disabilities. The forum was designed to seek feedback from people on how our system is doing on meeting their needs to thrive in our state. They sought comments on how they are living in the community (transportation, housing and assistive technology), their access to employment and training programs, including Vocational Rehabilitation, and what changes would they recommend.

The CDE also worked with the SWIB to provide testimony regarding bills to address the transportation challenge of Mainers who are not able to drive. As we strive to having a fully inclusive workforce, residents of Maine will need access to all employment services and job training programs in order to gain the skills to become employed. Maine business will greatly benefit as more potential employees will have increased access to transportation.

In engaging businesses, the CDE collaborated with Maine's Business Leadership Network (BLN) and the State of Maine as a model employer to increase opportunities for residents with disabilities participating in our workforce. Employer forums were convened in the northern part of Maine.

The CDE will continue monitoring Reauthorization of the Workforce Investment Act, and the relationship to Maine's Employment First statute.

YOUNGER WORKERS COMMITTEE

The SWIB's new Younger Workers Committee had its initial meeting in mid-September, 2013. Forming the committee and establishing its mission, vision, and leadership were the goals for 2013. Its goal is to connect the work of the local youth councils and programs to the state workforce investment act strategic plan and to advise the SWIB on youth programs and services.

Looking Ahead

The SWIB's focus for 2014 is to continue to build upon the strong foundation laid out in the new state plan and the successes described herein to improve training and employment outcomes for Maine. One challenge to this effort includes securing sustainable funding of the staff for the Board and the industry partnerships initiative and the efforts to realign the workforce development system throughout the state to gain greater efficiencies and effectiveness. This effort has been made more imperative by the federal funding cuts. Due to these cuts, as of January 1, 2014, there is no funding available to staff the SWIB or implement these important initiatives.