

TRANSFORMING U.S. WORKFORCE DEVELOPMENT POLICIES FOR THE 21ST CENTURY CONFERENCE

Data and Workforce Development Systems

In October 2014, the Heldrich Center for Workforce Development and the Federal Reserve Banks of Atlanta and Kansas City held a national conference, **Transforming U.S. Workforce Development Policies for the 21st Century**. As we gear up for **Investing in America's Workforce**, a national conference in Austin, Texas this fall, we explore the topic of **Data and Workforce Development Systems**. Please see the list of the following products from the 2014 conference and accompanying book to learn what was discussed. Learn more about the **Investing in America's Workforce** initiative at <https://www.investinwork.org/>.

Intelligent Workforce Development Systems | Charyl Yarbrough (panel summary)

As the U.S. workforce system continues to experience decreases in funding and resources and relatively high demand and requests for services, workforce development administrators and policy-makers are looking to establish innovative strategies to make better use of limited resources. Agency leaders will need to focus more attention and resources on implementing tools and collaborative processes that support data-driven decision making at all levels. The purpose of this session was to discuss ways that data and evaluation can improve workforce development systems and services.

Building a Foundation for Transformative Change through Data and Research | Alex Ruder (panel summary)

This session discussed the research, evaluation, and data landscape in the workforce development field and reviewed evidence about which programs and strategies do and do not work.

Toward a More Intelligent Workforce Development System | Randall W. Eberts (book chapter)

As the challenges of developing a high-quality workforce for the 21st century lie ahead, the next generation of workforce development programs must be smarter in providing information to customers. In an effort to improve the effectiveness in assisting job seekers to find work and businesses to find quality workers, this chapter describes an intelligent system that provides customers with data essential to make informed decisions as well as place this information in the proper context, personalized to the characteristics and circumstances of specific customers and made easily accessible at the time decisions are being made.

Doing More with Less: Leveraging Advances in Data Science to Support an Intelligent Workforce System | William Mabe, Scott Powell, and Alex Ruder (book chapter)

In the aftermath of the Great Recession, it is clear that the workforce system will have to serve more job seekers with fewer resources by maximizing both the system's efficiency and effectiveness. The authors of this chapter describe how state workforce agencies can adopt tools to analyze nontraditional data sources such as geospatial and text data to improve their predictive procedures.

Chicago's Journey toward Better Data and Performance for the Workforce Development System | Elizabeth Weigensberg and Amanda Cage (book chapter)

The authors of this chapter examine Chicago's local workforce development system, a complex array of public and private organizations that provide services ranging from job search assistance to education and occupational training. As part of

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this, they outline the process and lessons learned through strategic and innovative initiatives undertaken to improve organizational governance and the structure of the local workforce system as well as to create, access, and analyze data to assess programs and inform decision making.

Piloting and Replicating What Works in Workforce Development: Using Performance Management and Evaluation to Identify Effective Programs | David S. Berman (book chapter)

This chapter describes how the New York City Center for Economic Opportunity (CEO) develops and assesses new strategies, addresses gaps, and brings new resources and evidence-based approaches to improve systems and service delivery. It outlines how CEO pilots and evaluates workforce programs, what specific models have worked, and lessons learned from performance management and evaluation in pilot initiatives, all in an effort to affect public policy and help increase economic opportunity.

Scorecards for Postsecondary Education and Training Programs | Tiffany L. Smith and Aaron R. Fichtner (book chapter)

The authors present a case study that reviews the consumer report card used by the New Jersey Department of Labor and Workforce Development. They describe this online tool that has been available to job seekers and workforce development professionals for over 15 years. The experiences described in this case study can provide important lessons for states as they implement the Workforce Innovation and Opportunity Act and postsecondary training scorecards. Further, evidence is presented that states can effectively implement consumer report card systems and that such systems have the potential to create a more efficient market for postsecondary training.

Video Interviews

Please click on the interview subject's name to view their recommendations on what should be done to address the workforce challenges facing the United States. Each person profiled in this series served as a panelist at the October 2014 conference.

David Berman, Director of Programs and Evaluations, New York City Center for Economic Opportunity

Randall Eberts, President, W.E. Upjohn Institute for Employment Research

Mary Alice McCarthy, Senior Policy Analyst, New America Foundation