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# Untapped Workforce Committee

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Recommendations to the  
Governor's Workforce Investment Board

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March 2009



Governor's Workforce Investment Board

Marge Thomas, Chair

Lillian Kilroy, Co-Chair  
Untapped Workforce Committee  
Governor's Workforce Investment Board



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# Introduction

Maryland has a demonstrated need for additional sources of labor. Despite the recent downturn in the national and world economy, Maryland enjoys a relatively healthy, diverse economy, largely dependent on the availability of a highly skilled and educated workforce. Even with this downturn, several forces are merging to create much greater pressure on workforce availability, and tighten the supply of workers in Maryland including: 1.) impending baby-boomer retirements; 2.) a limited supply of replacement workers, 3.) demographics changes within the state and 4.) the job growth expected as a result of the Base Re-Alignment and Closure (BRAC).

The problem is serious enough that industries are asking for help from state government. In the last five years, the Governor's Workforce Investment Board has been very focused on evaluating and major industries' workforce needs and quantifying the demand for workers in

**The problem is serious enough that industries are asking for help from state government.**

Maryland's leading industries. Now is the time to connect employers - the demand side of the equation - to the supply side (sources of untapped workers) and provide the resources to bridge the gap between the available jobs and workers, who with some supports, can fill those workforce needs.

Maryland has experienced unprecedented low unemployment rates over the past few years. Even in the current economic downturn, Maryland's unemployment rate remains quite low in comparison to others in the country. Even during this recession, new jobs, primarily high-skill jobs are available. Anticipated future constriction of the labor supply makes leveraging the underutilized and potential labor supply a good business policy, as well as a social service.

The good news for Maryland is that there is an opportunity to expand the current supply of workers by tapping into several untapped population segments including: children aging out of foster care, older job seekers, court involved youth, persons with disabilities, homeless individuals, adults without a high school diploma, English language learners, formerly incarcerated individuals, out of school youth, veterans, welfare recipients, low-income workers and increasingly dislocated workers.

There are several issues that act as barriers between employers and this potential pool of workers. Some employers harbor prejudices or misperceptions about some of the groups that make up the untapped workforce. For example, former welfare recipients are frequently viewed as lazy, unreliable and problematic, despite data that indicates otherwise. Also, corporate policies may bar some untapped populations from employment or the hiring and screening processes may give the appearance of barring employment. An example is the inclusion of a question on criminal background on job applications is often interpreted that an affirmative answer will bar employment.

Additionally, many employers do not understand issues around reasonable accommodation and therefore do not give people with disabilities serious consideration when they hire.

Some employers are willing to overlook an individual's barriers and hire all qualified candidates, regardless of their inclusion in an untapped population. Given the tight labor market of the past several years, some employers who were once unwilling to hire workers from untapped populations are reevaluating their hiring practices and are now considering hiring from groups of people that they may have excluded in the past. Some employers might be willing to hire from these often overlooked populations but may not know how to reach out to the available workforce. Equally problematic is the fact that many within the untapped workforce lack basic job search skills and, as a result, do not know how to identify job opportunities or contact employers.

The challenge is clear — we must ensure that Maryland's businesses have the workforce they need to grow and thrive in the 21<sup>st</sup> century by building the bridge that connects employers with the untapped workforce. On the supply-side, we must provide both opportunity and access to jobs with growth potential to ensure economic independence.

**“Employers will know that we provide an effective and efficient solution to build their workforce.”**

*- Goal Statement of the Untapped Workforce Committee*

## Untapped Workforce Committee

GWIB's Untapped Workforce Committee, a committee of the Governor's Workforce Investment Board, was charged with developing a set of recommendations for a marketing plan and budget designed to ensure that businesses are aware of the potential human resources that exist in often overlooked populations as a viable source for employees and to align with the Governor's vision for ensuring that there are "no spare Marylanders," and that all citizens are provided with the opportunities to become productive workers. Co-chairs of this committee are Marge Thomas, President and CEO of Goodwill of the Chesapeake and Lillian Kilroy, Executive Vice President, Emerging Businesses Group for Provident Bank. Membership included state workforce agencies, local workforce investment board representative, private sector business leaders and other champions/advocates for a range of different untapped populations. (For a complete membership list, see Appendix A.)

The Untapped Workforce includes:

- adults without a high school diploma;
- children aging out of foster care;
- court involved youth;
- dislocated workers;
- English language learners;
- formerly incarcerated individuals;
- homeless individuals;
- low-income workers.
- older job seekers;
- out of school youth;
- persons with disabilities;
- veterans; and
- welfare recipients.

(Definitions for these groups are included in Appendix B).

The committee followed a four-step process to assess current marketing obstacles and identify future marketing opportunities that will better match job seekers with available job opportunities. First, the committee evaluated the current marketing efforts by workforce organizations. Second, they identified key criteria for effective marketing efforts with a strong focus on evaluating the communication preferences of specific target audiences. Third, the committee developed a value-based call to action for those audiences. Finally, the committee reviewed commercial job-matching websites and compared their products, services, approach and offerings to the existing Maryland Workforce Exchange system, Maryland's electronic job matching system.

The committee found that current marketing materials designed to promote the untapped workforce were generally developed in-house by a single-service provider with a specific focus on just one segment of the untapped workforce, contained too many often confusing logos, and were generally focused on services to clients rather than helpful, actionable information for employers. These materials did not clearly highlight the value to employers of hiring untapped workers, nor did they provide enough of the right information to compel a potential employer to actually utilize

the service offered. This comes as no surprise. Data from the Maryland Department of Labor, Licensing, and Regulation show that 11,658, about 7 percent of, businesses in Maryland received business services at a one-stop center in 2008.

In order for Maryland's workforce investment system to function, its product and services must be understood and embraced by the business sector. While local workforce investment boards and their partner organizations are somewhat known to individual clients in need of services, attracting private sector businesses to services and programs available to help meet their hiring needs remains a challenge.

The committee believes that consistent, coordinated and compelling communications and marketing to the business sector is critical and must to include the following elements:

- ***A clear identity*** - Success in any marketing effort for a service organization or group of organizations requires a clear identity or brand, a defined product set and clearly stated benefits to the end user (i.e. the business sector).
- ***A clear message*** - The system must agree on standard products and services that will be delivered to all business customers. Only then can a unified, umbrella communications campaign be developed and implemented. Generating awareness of the untapped workforce and the availability of support resources for employers interested in hiring these workers is the first critical objective. Once this challenge is met, specific, targeted marketing can begin. Any and all communications and marketing efforts must be consistent, coordinated and compelling. The value to the end-user must be clearly articulated, the process must be clearly defined, and the service must be consistently delivered – by all participating organizations and agencies.
- ***A standardized approach*** - Changes in federal program names, functions and fluctuating resource levels have made a consistent message and sustained promotional efforts difficult. Marketing, for the most part, has been left up to individual programs. The number of individual programs and the resulting absence of a defined and stable brand and product set cause confusion for end users.
- ***Dedicated marketing expertise and resources*** - Marketing to the private sector has never been the collective goal or the forte of state and local workforce development organizations. Limited funding often required making difficult choices between marketing (outreach to employers) or providing services to individuals. If a viable marketing effort is deemed critical to the success of the statewide workforce investment system, then appropriate resources for the effort - human and financial - must be identified, committed and sustained. A marketing campaign will not produce the necessary level of awareness, consideration and action by the intended target.
- ***Stronger economic development linkages*** - The workforce development system must be viewed as a viable tool of economic development. Strong links with economic development are not forged in some instances or utilized to the fullest extent possible in current marketing efforts.

# Summary of Findings

## Existing Materials

The Committee began with a review of existing marketing materials. There were too many, they bore unique logos, there was no uniform look, and none were written in employer-friendly language. Many documents were too long and too wordy. Much of the content was not relevant to, nor focused on, the employer community. Many of the marketing materials provided extremely limited information on next steps, or merely provided information on programs rather than engaging a prospective employer and serving as a call to action. While today's electronic media (email, Web posting, PDF file transfer, etc) are cost-effective to produce and efficient to distribute, with rare exceptions, agency materials were all print-based, most in brochure format.

In order to market a unified workforce development system it is important that the individual agents and agencies within that system be presented as seamless to employers. Rather than marketing the agencies, the Committee feels strongly that communication messages and marketing materials should emphasize the skills of the potential workforce and be produced in the preferred format of the end-user – which is overwhelmingly electronic.

The Maryland Workforce Exchange may provide an excellent starting point for the creation of an aggregator site, a single website that provides consolidated information, resources and services to users through the coordination and leverage of multiple participating providers. (Examples include LendingTree, which aggregates offers from multiple lenders, and Expedia, which aggregates travel deals from multiple providers). An ecommerce manager at a local bank conducted a brief usability test on the Maryland Workforce Exchange and found the site clear and useful. (See Appendix C).

## Target Audiences

The Committee explored the question, "What employers or industries are currently availing themselves of traditionally overlooked populations?" Committee members were able to identify industries that have been hiring from these labor pools, and agree these business segments should comprise the key target audiences for specific marketing efforts. They are hospitality/tourism, warehousing/distribution, retail, and manufacturing. All have shown a willingness to consider candidates from untapped populations and have a record in hiring from these populations.

Additionally, the Committee identified primary and secondary target audiences for communication, outreach and awareness building – all necessary to establish a receptive climate for specific product/service marketing with a solid call to action. Primary targets include businesses (with heightened focus and effort to the segments described above) and government (state, local and federal). For each of these targets it will be important to identify the "decision maker" within each company or agency (e.g.: owner, director, HR, manager, etc.). Secondary targets include "Influencers/Recommenders," such as trade associations and Chambers of Commerce and "Champions," business and civic leaders who can act as advocates for the hiring of untapped populations.

## Goal and Objectives

Because of the number of different agencies/programs/providers involved and the number of different untapped populations to be served, the success of the marketing effort cannot be judged

by actual number of job placements. That remains the goal of the specific agencies/programs/provider. Rather, the Committee believes that success of untapped workforce communications and marketing efforts should be measured in terms of awareness and use.

The goal statement that drove the work of the Committee was, “Employers will know that we provide an effective and efficient solution to build their workforce.”

The Committee further identified key deliverables around which SMART objectives (specific, measurable, action-oriented, realistic and time-based) should be established in collaboration with the Governor’s Workforce Investment Board, participating agencies/programs/providers and the selected communications and marketing professional resources. Key deliverables should include:

- increased market awareness (how many target businesses know about untapped population hiring tools/services);
- increased use (how many employers are actively using the tools);
- retention (once used, does that employer return to use the tools/service again);
- satisfaction (were the tool/services easy to use, helpful, effective); and
- advocacy (would the user recommend the tool/service to another).

### **Medium and Messages**

The Committee conducted focus group and survey research with businesses to determine “Voice of the Customer” and the needs, wants, concerns of target audiences (See Appendix D).

Overwhelmingly, employers are looking for easy, cost-effective, and efficient ways to identify and hire qualified workers. Tools/services/materials developed must address these employer-based topics specifically, and clearly, while presenting a compelling case for the value and benefits of hiring untapped population workers.

Many employers are unaware of the resources, tools, and services currently available for hiring untapped population workers, or the benefits of doing so. Communication and marketing messages must focus on both features, such as value of the populations (potential, qualifications, transferable skills), resources available (agency support for sourcing, hiring, training), and benefits (timely, saves money, effective, easy,).

Encouraging employers through the “marketing funnel, ” - a process which begins with awareness and progress through consideration, evaluation, action, and advocacy – will require a coordinated plan with activities and outcomes designed for each stage. The plan should also include both external (attract a company) and internal (build users within a company) materials/messages.

As mentioned in the current materials review section, communications and marketing materials ultimately developed must be multi-media with a strong emphasis on the development of electronic media – the preferred medium for business communication and the receipt and use of current hiring information.

# Recommendations

## **Recommendation 1:**

In order to best utilize limited resources, the committee recommends that the initial marketing effort be focused on currently engaged industries - hospitality/tourism, warehousing/distribution, retail, and manufacturing. Additional efforts, if affordable, could also be focused on other targeted industries which have a history of hiring people who belong to untapped populations. Examples include construction, building services and healthcare.

## **Recommendation 2:**

The Committee discovered that employers who use formal recruitment networks rely most heavily on Internet sources such as Monster.com, Careerbuilder.com, FlipDog.com, Hotjobs.com, JobHunt.com, etc. In order to bridge the gap between these commercial sites and Maryland Workforce Exchange, the state should seriously explore and invest in an affiliation with an online internet job matching site like Monster.com. This should not only increase the use by employers, but also expand the capacity of the existing Maryland job matching system. Only when these enhancements to the electronic matching system along with the cited approach in Recommendation 3 have been addressed, should marketing efforts to employers be initiated.

## **Recommendation 3:**

The committee recommends that the state create a single umbrella identity for outreach to employers covering all worker placement efforts in order to brand the state's workforce system as a true system. This approach will require an initial investment by the state and the committee recognizes that funding is a challenge during these difficult budget times. However, once a foundation is in place, and a comprehensive communications and marketing plan has been developed, ongoing expense may be off set by cost savings in the development and distribution multiple organizations' marketing materials. Scarce resources could be better utilized by eliminating individual, duplicative, confusing and sometimes conflicting marketing materials from multiple agencies that focus on influencing employers to hire their constituents. Additionally, this effort supports U.S. Department of Labor's transformational efforts.

## **Recommendation 4:**

The communications and market plan, as well as final materials, should be developed with professional marketing support. The finished products should enhance the use of technology and include tools and materials that will meet the expectations of technology savvy human resource professionals and employers.

Influencers (Chambers of Commerce, trade associations, etc.) and business champions should be utilized as part of the marketing effort to outreach to their peers and influence the hiring of members of the untapped workforce.

Representatives from both large and small business should be involved in the development of communications and marketing plans from inception. Employer input is critical to ensure that any effort communicates effectively to employers and spurs them to action. Outreach materials to employers should be vetted by focus groups of hiring authorities from the targeted particular

industries.

### **Recommendation 5:**

The current Maryland Workforce Exchange should be reorganized in conjunction with the affiliation in Recommendation 2 to balance the needs of employers as well as job seekers. Consideration should be given to the following features:

- Include running regular messages on the site, and other partner sites, to help create awareness of the untapped populations;
- Describe the benefits of hiring individuals from these populations and dispel the stereotyping and myths regarding these groups; and
- Add links to agencies and service providers that serve untapped populations regionally (zip code search).

### **Recommendation 6:**

For all Marylanders seeking employment, especially those that face barriers to employment, a variety of workforce system agents provide critical supports and linkages to the business community and to jobs. In order to reduce the confusion of so many different approaches and to create a more unified system, the committee recommends that a Membership Program be developed for workforce development intermediaries who want to participate in the Maryland Workforce System. This would be similar in concept to belonging to the United Way. (United Way of America established standards for membership designed to increase the accountability and require all local members certify their adherence those performance requirements). Membership would be open to both private and public sector intermediaries providing workforce placement services. A common approach to serving the business community as a member “intermediary” of Maryland’s system should be established. To participate and benefit from membership, intermediaries would be required meet common service standards and provide consistent communications in alignment with the system. This would clarify the roles and responsibilities for all those that want the benefits of affiliation with the system.

According to an informational briefing by the National Collaborative on Workforce and Disabilities (NCWD) for Youth dated January 2005, key factors contribute to employer’s willingness to bring youth with disabilities into their workplace. They are:

- competent and convenient assistance in receiving referrals;
- good matches of an applicant skills and interest to job tasks; and
- ongoing Employer Support to address barriers.

The Committee feels strongly that similar factors apply to other untapped populations in matching the needs for jobseekers and the requirements of businesses for workers. The expanded list developed by the NCWD and modified by the committee could become the criteria or conditions for Membership in the Maryland Workforce System. (See Appendix D for suggested conditions of membership.) With appropriate training, incentives, and monitoring of the Members, the committee believes Maryland could truly have a Workforce System presenting qualified services and candidates to the employers in our state.

## Next Steps

The Governor's Workforce Investment Board's Untapped Workforce Committee recommends the following next steps:

- Invest in making the current Maryland Workforce Exchange business friendly by partnering with a commercial job matching e-commerce site;
- Develop strategies to overcome obstacles for the creation of a unified system including:
  - a. expand from job-seeker focused systems, to one that recognizes and meets the needs of employers, while balancing the needs to job seekers and the requirements of employers;
  - b. provide strong leadership at the state level to ensure consist and uniform service delivery that sends a clear, succinct message to employers;
  - c. create incentives to engage state/regional/local partners;
  - d. establish and codify the membership expectations in order to create a uniform delivery network and approach;
  - e. provide training for employer service representatives so expectations and delivery are common across intermediaries; and
  - f. address the issue of different performance measures/accountability/compliance/funding requirements for each partner.
- Identify marketing funds - Existing marketing resource commitments at both the state and local levels should be surveyed. A collective funding plan and funding commitment should be made by the workforce development system. Foundation funding should also be sought.
- Convene workgroup (including business leaders) to work with the selected marketing expert to:
  - a. oversee development a brand for the system;
  - b. ensure materials and templates developed support this brand;
  - c. enhance buy-in by the business community;
  - d. recommend business outreach efforts to increase use of the system;
  - e. validate criteria to be a member of the network; and
  - f. work with the GWIB to make improvements to the existing system.

The members of the Untapped Workforce Committee thank the Governor's Workforce Investment Board for the opportunity to spend the past year exploring development of a marketing plan addressing the needs of the people included in the groups defined as "untapped" to the employers of Maryland. While the committee discovered much work needed to be done before a true marketing plan could be developed and implemented, we believe the findings and recommendations in this report will move Maryland forward in its efforts to bridge the existing gaps between the untapped workforce, the workforce intermediaries, and those businesses seeking to hire that workforce.

## **Appendix A: Members of the GWIB Untapped Workforce Committee**

### **Marge Thomas**

President and CEO  
Goodwill Industries of the Chesapeake, Inc.

### **Lillian Kilroy**

Executive Vice President, Emerging Businesses  
Group  
Provident Bank

### **Diana Bailey**

Workforce Development Transition  
Coordinator, Division of Career and Technology  
Education and Adult Learning (DCTAL)  
Maryland State Department of Education

### **(Charles) Jeff Beeson**

Executive Assistant to the Deputy Secretary for  
Operations  
Maryland Department of Public Safety and  
Correctional Services

### **Robert Burns**

Assistant State Superintendent,  
Division of Rehabilitative Services  
Maryland State Department of Education

### **Tim Daly**

President  
The Access Group, Inc.

### **Gregory Derwart**

COO  
The Arc of Baltimore

### **Robert Kimmons**

Division Vice President  
The Whiting Turner Contracting Company

### **Maggie Leedy**

Disabilities Navigator  
MontgomeryWorks / TransCen, Inc.

### **Kevin McGuire**

Executive Director, Family Investment  
Administration  
Maryland Department of Human Resources

### **Katharine Oliver**

Assistant State Superintendent, Division of  
Career and Technology Education and Adult  
Learning (DCTAL)  
Maryland State Department of Education

### **Rick Silber**

President  
City Group, Inc.

### **Kathy Smith**

Director of Market Development  
Johns Hopkins Medicine

### **Trudy Chara**

Innovations & Programs Manager  
Governor's Workforce Investment Board

# Appendix B: Untapped Workforce Populations Matrix

Children in Out-of-Home Placement (Foster Care): Maryland Department of Human Resources			
Definition	Active	Potentially at-Risk	Previous History
A child removed from their home, placed in foster care and a judicial determination held indicating that continuation in the home would be contrary to the child's welfare and reasonable efforts were made to prevent or eliminate the need for removal. The child is considered to be an individual younger than 18 years old, or between 18 and 21 years old if the court retains jurisdiction over the child and eligibility requirements are met.	9,074 (December 2008)	6,400 (Estimate of CPS investigations indicating abuse or neglect)	10,248 (July 2007)

Court Involved Youth: Maryland Department of Juvenile Services		
Definition	Active	Potentially at-Risk
Youth who have been sheltered, who have been detained in a Maryland Department of Juvenile Services facility, or who have been committed to a Maryland Department of Juvenile Services facility. Youth who have returned to the community and are receiving services from DJS or its contractors. All juvenile records are sealed and confidential.	792 Secure detention & community detention 167 in Secure Placement 991 Non-secure Placement 152 Pending Placement"	7,136 on probation (not including aftercare) with 28% readjudication rate after 1 year

Out of School Youth: Maryland State Department of Education		
Definition	2007	Earned GED in 2007
Individuals from 16 through 24 years of age who are not enrolled in school and are without a High School diploma.	59,775 (U.S. Census Bureau)	5,720 earned GED, plus 455 External Diploma Program graduates (MSDE)

Older Jobseekers: Maryland Department of Aging	
Definition	2007
People ages 65+ who were considered unemployed by the U.S. Census Bureau. (Note that the U.S. Census Bureau's definition of unemployed varies from the definitions used by the U.S. Department of Labor.	15,188 (U.S. Census Bureau)

Maryland Residents with Disabilities: Maryland State Department of Education, Division of Rehabilitative Services			
Definition	Age 21-64, With a Disability	Age 21-64, With a Disability, Not Working	People with disabilities being served by DORS
A person with a disability is someone who has a physical or mental impairment that substantially limits that person in one or more major life activities, or has a record of such a physical or mental impairment, or is regarded as having such a physical or mental impairment. (ADA)	359,000 (Cornell University)	205,348 (Cornell University)	11,995 (Includes only those with a plan for employment)

Dislocated Workers: Maryland Department of Labor, Licensing and Regulation	
Definition	2008
Adults who were enrolled as WIA Dislocated Workers. This program assists workers who have been laid-off or have been notified that they will be terminated or laid off.	2,577 Dislocated Worker Participants

## Appendix B: Untapped Workforce Populations Matrix (continued)

Adults with a Mental Health Disorder or People with Developmental Disabilities: Maryland Department of Health and Mental Hygiene - Mental Hygiene Administration			
Definition	2007	2008	2009 (Estimate) 2010 (Estimate)
Number of adults (18+) with mental health diagnosis, receiving state-funded services in community alternatives (either Psych Rehabilitation, Case Management, or Mobile Treatment Services).	14,808	15,870	15,193 in 2009 14,586 in 2010
Number of adults (18+) with a mental health diagnosis, treated in a State mental health inpatient facility.	2,687	2,521	2,370 in 2009 2,228 in 2010
Total number of adults (18+) with a mental health diagnosis, receiving state-funded services in state mental health facility or community alternatives.	17,495	18,391	17,563 in 2009 16,814 in 2010
Number of persons with developmental disabilities receiving state funded services in community alternatives.	22,684	23,287	24,213 in 2009 24,991 in 2010
Average daily population of person with developmental disabilities receiving State services in State Residential Centers (SRCs) .	358	324	245 in 2009 146 in 2010
Total number of persons with developmental disabilities receiving state-funded services in SRCs or in community alternatives.	23,042	23,611	24,458 in 2009 25,137 in 2010

Veterans: Maryland Department of Labor, Licensing and Regulations	
Definition	2007
1. Served on active duty for a period of more than 180 days and was discharged or released with other than a dishonorable discharge; 2. Was discharged or released from active duty because of a service-connected disability; or 3. As a member of a reserve component under an order to active duty during a period of war or in a campaign or expedition for which a campaign badge is authorized and was discharged or released from such duty with other than a dishonorable discharge.	313,291 (U.S. Census Bureau)

Welfare Recipients: Maryland Department of Human Resources			
Definition	Active	At -Risk	High & Low
Individuals who are receiving cash grants through the TANF program: a state administered program funded with federal block grant and state funds, operated by the local departments of social services under state guidelines, that provides time-limited cash assistance to needy families with dependent children.	58,017 in Jan. 2009 (15,878 adults & 42,1239 children)	Low- Income Workers (see below)	227,887 (Jan. 1995) & 47,949 (Mar. 2007)

Low-Income Workers: Maryland Department of Human Resources	
Definition	2007
Working age people whose family or household income is below the poverty level. Poverty thresholds are published at: <a href="http://www.census.gov/hhes/www/poverty/threshld.html">http://www.census.gov/hhes/www/poverty/threshld.html</a>	280,030 people (ages 16-64) in Maryland had income below the poverty level in 2007. (U.S. Census Bureau)

Formerly Incarcerated Individuals: Maryland Department of Public Safety and Correctional Services			
Definition	Newly Released (2008)	Detained (2008)	On Probation (2008)
Individuals identified as adults who have been convicted of acts defined as felonies or misdemeanors by federal or state/provincial laws or municipal or local ordinances.	From Prison - 14,612 From Jail - 140,329 Parole cases - 8,434	22,906 - State 131 - Federal 13,807 - Local	44,276 Probationers

# Appendix C: Review of the Maryland Workforce Exchange

## Overall First Impression:

The site's color scheme and layout is clean and pleasant. Task oriented call outs are easy to find. There seems to be a bit of wasted space in the middle of the web page where it's just white. This should be prime real estate displaying valuable content. The Image on the right is very large taking up valuable real estate as well.

## Accessibility:

Government websites are often held to tougher accessibility requirements mandated by law. This website must not be held to those requirements.

Plus – Most of the content is text based and not embedded in graphical images so screen readers are able to pick up content easily.

Minus – Images do not have "alt tags" or "tool tips" text equivalents when you mouse over them.

Minus – The site is coded using HTML tables for formatting which is currently considered deprecated and should be replaced with more easily accessible CSS formatting including H1, H2, etc. to help screen readers and other devices place hierarchy on content.

## Layout:

Plus – The site's design expands nicely to larger screen resolutions.

Plus – Most important information is "above the fold" meaning in a computer monitor that is set to the most popular 1024x768 screen resolution, all important content is viewable without scrolling vertically or horizontally.



## Appendix C: Review of the Maryland Workforce Exchange (continued)

### My Task:

I am an employer trying to find employees.

1. The "Find Qualified Workers" link on the homepage seems the best choice for this task.
2. The "Find Applicants" search screen is easy to use although I'm not sure which fields are required to fill in before I click "Search".

Maryland Workforce Exchange - Microsoft Internet Explorer

Address: <https://mwe.dlr.state.md.us/Employer/FindApplicantSearchCriteria.asp?SessionUID={92BD2C91-EAA3-43C0-9D50-D5EBC9E59E51}>

MARYLAND Workforce Exchange

Login Find Applicants Events Calendar Business Resources

Search For Qualified Applicant

Find Applicants

Use this to find out how many qualified applicants in a particular county or zip code meet your minimum educational and salary requirements. Enter either a county or a zip code and choose the level of education and/or specify a minimum salary.

County

Zip

Salary Range  Per

Educational Degree

3. I entered a extra long Zip code only and clicked "Search".
4. A pop-up error validation window appeared giving me guidelines for correct Zip code format.
5. I enter a valid Zip code only and click Search.
6. The results page says 'This page shows the number of applicants who meet my educational and minimum salary requirements in the zip code or country you specified...' I did not enter educational or minimum salary. These should be required fields if the results page states this.
7. At this point I am asked to register with the site to view more so I'll stop. It's nice you are told the number of applicants before they require you to register, letting me know I'm going to get some bang for my buck if I bother to go through registering.

### Overall Impression:

Site is clean and easy to use. Works well in Internet Explorer and in Firefox! Multiple opportunities are presented to enroll in the site.

### Recommendations:

Denote required fields in forms.

Update the site's code to meet current standards.

\* The Untapped Workforce Committee thanks Amy Creason, eCommerce Manager for Provident Bank, for providing this review of the MWE.

# Appendix D: Employer Survey Results

## 1. As a Maryland employer, in the past year, have you had or are you currently experiencing difficulty filling positions in your company? (85 Responses)

Response	Percent Responded
Yes	60%
No	40%

## 2. What jobs are the most difficult to fill? (70 Responses)

### Responses

Response were all across the board, with an abundance of healthcare and computer/technical occupations.

## 3. What are the requirements for those jobs that are difficult to fill? (53 Responses)

Response	Percent Responded
Education	82%
Experience	80%
Knowledge/skills	68%
Licensing	59%
Other	31%

## 4. What are the restrictions for hiring for the position? (61 Responses)

Education		Licensing		Driver's License		Background Check		Physical Ability	
High school diploma	33%	Special Certification required	23%	Valid Class C licensing required	75%	Must pass back-ground check	84%	Ability to lift heavy weights	60%
Associates degree	10%	License required	39%	CDL licensing required	5%	Must have clean driving record	2%	Other	40%
Bachelors degree	47%	Back-ground check required	39%	Other licensing requirements	20%	Must not be a convicted felon	7%	Response	15
PhD	0%	Response	44	Response	20	Must not have been convicted of a crime	4%		
Other	10%					Must not have a criminal record	2%		
Response	51					Response	45		

## Appendix D: Employer Survey Results (continued)

5. What sources do you use to identify qualified applicants? (83 Responses)	
Response	Percent Responded
Newspaper	51%
National internet job search site	61%
Local internet job search site	57%
Local Job Service or One-Stop Career Center	40%
Current employees	82%
Word of mouth	72%

6. If you have used an internet job site, what are important factors in using the site? (68 Responses)	
Response	Percent Responded
Ease of use in recruiting applicants	75%
Ease of use in inputting positions	63%
Ease in navigation around the site	60%
Extensive database of qualified candidates	59%
Site meets my need for all positions I need to fill	32%
National database is helpful to fill my positions	24%
Local database of candidates is helpful to fill my positions	57%
Ability to customize each listing according to my need	57%
Option to post jobs myself or work with support from the site	54%
Time sensitive feature means listing are removed automatically	29%
User support is responsive to my needs	21%

7. Do you hire from one or more of the following pools of untapped workers? (63 Responses)	
Response	Percent Responded
Youth aging out of Foster Care	2%
Court involved youth	0%
Older workers	76%
Person with disabilities	51%
Person that is homeless or in unstable housing	5%
Person without a high school diploma or GED	41%
Non-English speaker	19%
Former offender	16%
Welfare recipient	32%

## Appendix D: Employer Survey Results (continued)

8. If you have not hired from these groups before, would you consider it in the future? (68 Responses)	
Response	Percent Responded
Yes	34%
No	9%
Maybe	58%

9. How would you prefer to receive hiring information? (82 Responses)	
Response	Percent Responded
By phone	4%
In person	5%
By e-mail	93%
By mail	20%
Through my network of contacts	16%

# Appendix E:

## Conditions of Membership, Maryland Workforce System

A Briefing from The National Collaborative on Workforce and Disabilities Collaborative on Workforce and Disabilities\* describes a series of expectations of workforce intermediaries in their relationships with employers. Using their work as a model and with some modifications, the Committee would recommend the following criteria be established as the requirements for membership of public and private workforce intermediaries in the Maryland Workforce System:

### **Expectation 1 - Competent and convenient assistance:**

1. Meet with the employer to identify their business needs and provide information on the advantages of Intermediary Services;
2. Use business language;
3. Establish a single point of contact with each employer (account rep);
4. Maintain professional and responsive contact; and
5. Deliver more than you promise.

### **Expectation 2 - Matching applicant skills and interests to job tasks:**

6. Determine the applicant's knowledge, skills, and abilities (KSAs) and employer needs;
7. Negotiate and customize employer requirements as appropriate; and
8. Only refer applicants that meets employers needs

### **Expectation 3 - Ongoing Employer Support:**

9. Clarify employer expectations;
10. Deliver on agreed expectations. I.e. 'Service after the sale';
11. Provide support services as appropriate for the employee;
12. Solicit feedback from employers; and
13. Adjust support and service based on feedback.

According to an informational briefing by the National Collaborative on Workforce and Disabilities (NCWD) for Youth dated January 2005



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The Governor's Workforce Investment Board is the Governor's chief policy-making body for workforce development.

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**Thomas E. Perez, Secretary**  
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