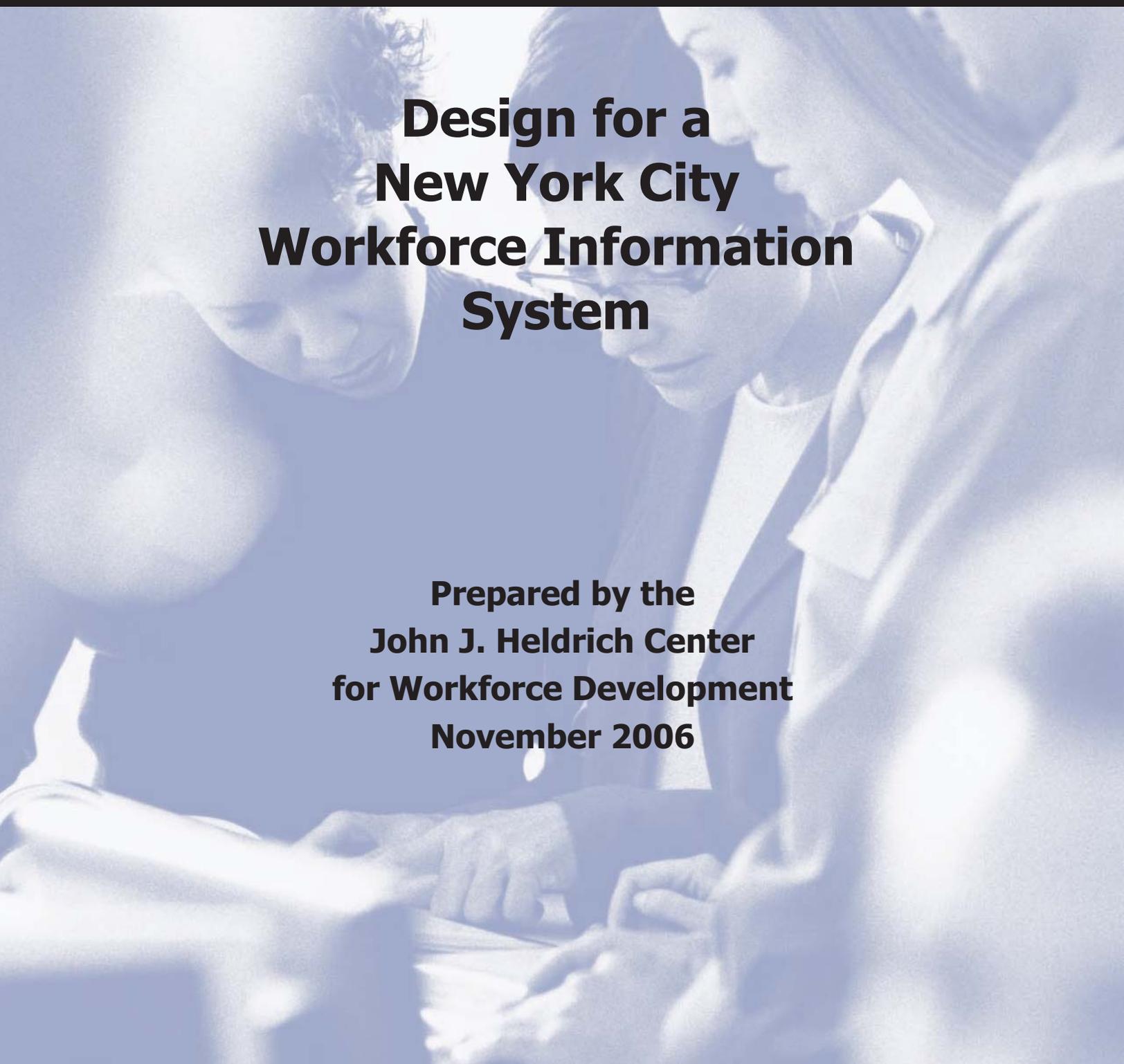


# NEW YORK CITY WORKFORCE INVESTMENT BOARD



## **Design for a New York City Workforce Information System**

**Prepared by the  
John J. Heldrich Center  
for Workforce Development  
November 2006**



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# **INTRODUCTION: ENVISIONING A NEW YORK CITY WORKFORCE INFORMATION SYSTEM**

## **Background**

The fundamental challenge facing workforce and education policymakers is keeping pace with the changing economy and skill needs of American business. To meet this challenge, up-to-date and accessible workforce information — comprehensive data and analysis about the labor market — is more important than ever. Good workforce information allows policymakers and program operators to target education and training investments, so that they produce the best possible returns. A deep understanding of the labor market also is a prerequisite for developing demand-driven workforce and economic strategies. Without good information, it is nearly impossible to design effective sectoral programs, career pathways, or economic growth strategies.

Workforce information also is a vital resource for individuals entering a complex and unstable labor market. Accessible and useful workforce information can guide young people and those already in the workforce toward promising jobs and careers that support advancement and income growth. It also helps employers make decisions about where to locate their business, whether to expand, and where to find the qualified workers they need to stay competitive.

Recognizing the importance of high-quality labor market data and analysis, the New York City Workforce Investment Board (the WIB) began to focus on improving access to workforce information. In 2005, the WIB adopted a strategic plan that cited the need for good, timely, and local workforce information that could be used to support employment-related decisions by job

seekers, businesses, and other stakeholders. The WIB envisioned its role as a potential hub of New York City labor market data and analysis. In 2006, the WIB engaged the John J. Heldrich Center for Workforce Development at Rutgers, The State University of New Jersey to map the landscape of workforce information in New York City and to recommend a design for a local system that would collect and disseminate that information.

## **Design Approach for a New York City Workforce Information System**

The design approach adopted by the Heldrich Center was intended to address the needs of consumers of workforce information in New York City and to build, as much as possible, on existing sources of information. The approach involved three steps:

### **Step #1: Understand the needs of users of workforce information in New York City**

The Heldrich Center identified four major groups of users that need labor market information to make economic, career, and personal decisions. They are:

- Job seekers, students, and young people;
- Frontline staff in public, private, and community organizations that provide workforce and education services;
- Employers; and
- Policymakers in City agencies and program managers in public, private, and community organizations that provide workforce and education services.

To understand the needs of users, the Heldrich Center conducted interviews and held meetings with different user groups. In addition, the Heldrich

Center conducted a web-based survey and site visits to a Workforce1 Center and a NYC Business Solutions Center to meet with job seekers and employers. The process is further described in Appendix A.

### **Step #2: Identify important sources of workforce information and create a map showing priority user needs and sources of information**

The Heldrich Center research team undertook a comprehensive review of a vast array of information sources and interviewed experts associated with four types of organizations that produce data and analytic reports:

- Federal agencies (including the U.S. Census Bureau and the Bureau of Labor Statistics);
- State agencies (including the New York State Department of Labor);
- City agencies (including agencies that produce data and analytic reports); and
- Private and not-for-profit organizations (including job sites, think tanks, research organizations, universities, and others).

Based on this research, a visual map was created to depict the workforce information landscape of New York City. The map's organizing principle was to link user needs with existing information sources. The Heldrich Center research team used the map to determine whether information sources were sufficient to address users' needs. Appendix A further describes the mapping process.

### **Step #3: Recommend a workforce information system design for New York City**

As a final step, the Heldrich Center developed recommendations based on findings from the research on user needs and the review of the workforce information landscape.

## **The Framework Used for this Report**

Designing a local workforce information system required a sound framework for defining and classifying workforce information. For the purposes of this project, workforce information was defined as:

***Publicly available** collections of facts, data, or analysis related to the New York City labor market, including economic and business trends, that can be used by job seekers, employers, policymakers, workforce service providers, and educators **to make decisions.***

The definition reflected three important considerations. First, it included both data and analysis. Second, it excluded the vast amount of privately generated data and analysis that were not readily available. Third, it emphasized the potential usefulness of workforce information to a range of consumers rather than its value for researchers. In this report, the terms **labor market information** and **workforce information** are used interchangeably.

The research team also developed a framework for organizing workforce information into four categories, as shown in the chart on page 3:

- Workforce supply
- Employer demand
- Intersection of supply and demand
- Workforce and education services

### **Workforce Supply**

1. Demographic characteristics of the local workforce
2. Education and skill levels of the workforce, including educational attainment
3. Other barriers to employment of the workforce, including disability status
4. Employment characteristics of the workforce, including employment status and wages

### **Employer Demand**

1. Employment levels, by occupation and industry, including: number of jobs, number of openings due to replacement, number of openings due to growth, information on employer job orders placed through the public workforce system
2. Skill requirements of jobs, including required educational attainment
3. Job characteristics, including wages and benefits

### **Intersection of Supply and Demand**

1. Skill mismatches
2. Mismatches between the location of jobs and concentration of available workers

### **Workforce and Education Services**

1. Availability of workforce services and education and training programs
2. Effectiveness of workforce services and education and training programs, including job placement information
3. Administrative data on the services that Workforce1 Career Centers and NYC Business Solution Centers have provided to job seekers and employers, such as applicant screening, customized training, and job referrals
4. Other government administrative data related to workforce issues



# FINDINGS: USERS' NEEDS FOR WORKFORCE INFORMATION AND EXISTING INFORMATION SOURCES

Historically, the collection and dissemination of workforce information has been driven by the needs of policymakers, especially federal officials. Public policymakers have used workforce data and analysis to monitor the state of the labor market and to distribute public funds. Researchers also have used workforce data to enhance scholarly understanding of the labor market and the economy.

While policymakers and researchers still use workforce information for their own purposes, additional consumers have emerged. Faced with a complex and changing labor market, a variety of stakeholders need accessible and reliable workforce information. They include:

- Job seekers, students, and young people;
- Frontline staff in public, private, and community organizations that provide workforce and education services;
- Employers; and
- Policymakers in City agencies and program managers in public, private, and community organizations that provide workforce and education services.

The research conducted for the WIB focused on the most significant needs of this expanded group of users and the availability of information to meet those needs. What became clear was that the current production and distribution of workforce information are not aligned with the needs of users in New York City. Policymakers, job seekers, frontline staff, and other stakeholders do not have

ready access to the information they need to make critical policy, economic, and career choices.

The lack of alignment between users' needs and existing information is the result of three overarching issues. First, most consumers are not aware of and are not using the full range of existing workforce information. Second, there is limited personal and organizational capacity to analyze and interpret labor market information in its existing form. And, third, available information sources do not fully address the needs of many consumers. These issues are further explored below.

## **Finding #1: There is little consistent use of workforce information to support decision-making even though there is a wealth of available information on the New York City labor market.**

A central finding was that existing workforce information is not used systematically to support decisions. For example, a number of policymakers and program managers said they tend not to use labor market information to target workforce and education services because of the lack of solid data. Anecdotal, unofficial information is frequently used to make important decisions. This was reported by nearly all users — from job seekers to policymakers.

Although many of those interviewed said that they do not use workforce information, some reported frequent and systematic use of selected information sources. For example, job seekers requesting training assistance from Workforce1 Career Centers are required to conduct labor market research and to select training options from a Growth Occupations List produced by the New York State Department of Labor (NYSDOL). Additionally, some career advisors use information tools to help job seekers make decisions about training, and some frontline staff use selected data to target employers for job development.

Table 1 summarizes the most frequently cited uses of workforce information by user group.

The research also showed that consumers tend not to be aware of the full range of workforce information that is publicly available. Federal statistical agencies, state labor market information agencies, and other producers generate a vast amount of data and analysis about employers' changing workforce needs and the available workforce. However, the research found that most users tend to be familiar with only a handful of sources of workforce information. Many reliable sources appear to be under-utilized or even unknown.

Another important finding was that existing workforce information is frequently not easy to find or understand from the consumer's perspective.

Policymakers, provider organizations, and employers indicated that many information sources are not accessible because they are produced by different agencies and not shared in a systematic way. Even when workforce information is accessible, many consumers observed that it is presented in formats that are difficult to use, with too much detail and too little analytical context.

The research demonstrated that some consumers in particular are likely to face barriers to using workforce information. Policymakers and frontline staff observed that individuals with limited literacy skills and limited English proficiency have great difficulty in finding and using workforce information. In addition, they noted that some job seekers lack the ability to use computers, limiting their access to online information tools.

**Table 1. Current Use of Workforce Information**

<b>User Group</b>	<b>Current Sources of Information</b>	<b>Decisions Supported by Workforce Information</b>
Public Policymakers/ Program Managers	<ul style="list-style-type: none"> <li>• Broad economic data</li> <li>• Census data</li> <li>• Department of Labor data</li> <li>• Research reports</li> <li>• Anecdotal information/previous experience</li> </ul>	<ul style="list-style-type: none"> <li>• Allocation of resources and setting of priorities</li> <li>• Development of courses or programs</li> <li>• Planning the types of services to be delivered</li> </ul>
Job Seekers and Young People	<ul style="list-style-type: none"> <li>• O*Net</li> <li>• Growth occupations list</li> </ul>	<ul style="list-style-type: none"> <li>• Selection of training</li> <li>• Career planning</li> <li>• Job search</li> </ul>
Frontline Staff and Managers	<ul style="list-style-type: none"> <li>• O*Net</li> <li>• Growth occupations list</li> <li>• Occupational projections (NYSDOL)</li> <li>• Previous experience</li> <li>• Anecdotal information</li> </ul>	<ul style="list-style-type: none"> <li>• Assistance with decisions about training</li> <li>• Assistance with career and job search decisions</li> <li>• Identification of employers for job development</li> </ul>
Employers	<ul style="list-style-type: none"> <li>• Affirmative Action information (NYSDOL)</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Location and expansion</li> <li>• Affirmative Action planning</li> </ul>

*Source: Heldrich Center interviews and meetings with user groups in New York City, 2006.*

**Finding #2: There is limited capacity to analyze and interpret existing workforce information for a range of users.**

Most consumers said there is a need to build capacity for the use and interpretation of workforce information at all levels. Currently, basic training on labor market information tools is available to frontline staff in New York City's Workforce1 Career Center system. Additional training would benefit not only most frontline staff, but also program managers and policymakers.

A key finding was that City government needs more dedicated capacity for workforce information analysis. Several City agencies, such as the Economic Development Corporation, the Department of City Planning, and the Department of Youth and Community Development, have research and analytical capacity, but they primarily address the needs of their own internal users rather than an external audience. Many other public organizations, including the WIB and the Department of Small Business Services, currently do not have any dedicated capacity for workforce information analysis.

New York City, more than most cities, has a strong infrastructure of information producers. There are many public, private, and nonprofit organizations, each of which has a distinct research agenda. Many of these organizations produce periodic or special reports on trends in the New York City labor market, such as the growth of the immigrant workforce and the labor market difficulties experienced by out-of-school youth and the long-term jobless. However, the research showed there is little regular, systematic analysis of business and workforce trends, without which policymakers and other stakeholders lack up-to-date information on the New York City labor market and economy.

**Finding #3: Job seekers, frontline staff, policymakers, and other workforce information users want information that can support decisions. To make decisions, they want additional local information on the changing workforce needs of industries and the labor market experiences of specific social and demographic groups.**

A cross-cutting theme based on the research was that virtually all users want information that is occupation-specific, industry-specific, and as local as possible. Consumers are less interested in data and analysis that are global, statewide, or regional in scope. To facilitate better decision-making, consumers require up-to-date, fine-grained data that can be sorted by occupation, industry, and borough.

Most consumers said their most critical need is for information on the changing workforce needs of key industries in New York City. Although there is a vast amount of information on this topic, much of the data is not presented in a way that is useful to consumers. For example, projected job opportunities are currently presented by the New York State Department of Labor by occupation, but not by industry. In addition, most of the sources update information too infrequently for many users.

Users in New York City also cited gaps in the information available on employer demand. For example, there is little information on the skill requirements and hiring procedures for jobs in particular occupations or industries. There is also limited information on benefits and opportunities for advancement within industries or occupational clusters.

In addition, job seekers and frontline staff expressed strong interest in up-to-date information on job openings. However, few of the major federal and state information sources are designed to collect information on current local job vacancies.

America's Job Bank, the largest government-supported employment site, will be phased out by July 2007, although many of its functions will continue to be carried out by private sites.

Users also cited a need for more information on the labor market experiences of specific social and demographic groups. Although existing sources provide rich detail on the local workforce, they offer limited insight into how specific social and demographic groups are faring in the labor market. These groups include the working poor, immigrants, ex-offenders, young adults, high school dropouts, and the jobless. Policymakers

expressed the greatest interest in understanding the labor market experiences of these groups.

Finally, users pointed to a gap in the available information on workforce supply. Although most sources can be used to paint a "big picture" or "broad brush picture" of the local workforce, they are less useful for determining whether the regional workforce has the skills needed by a specific sector or employer. Employers were particularly interested in understanding labor force availability by sector and sub-sector. Table 2 presents the significant information needs of different user groups.

**Table 2. Workforce Information Needs by User Group**

User Group	Workforce Information Needed
Policymakers/Program Managers	<ul style="list-style-type: none"> <li>• Promising industries/occupations based on employment growth and other factors</li> <li>• Labor market experiences of target groups (e.g., school dropouts, limited English-speaking, ex-offenders)</li> <li>• Real hiring requirements, methods, and processes used by employers</li> </ul>
Job Seekers and Young People	<ul style="list-style-type: none"> <li>• Current job openings</li> <li>• Real hiring requirements, methods, and processes used by employers</li> <li>• Information on benefits and career progression</li> </ul>
Frontline Staff and Managers	<ul style="list-style-type: none"> <li>• Current job openings</li> <li>• Real hiring requirements, methods, and processes of employers</li> <li>• Information on benefits and career progression</li> <li>• Information directly from industry on trends and workforce needs</li> <li>• Promising industries/occupations for low-skilled workers</li> </ul>
Employers	<ul style="list-style-type: none"> <li>• Availability of workers with certain skill sets</li> <li>• Information on wages and benefits by industry</li> </ul>

*Source: Heldrich Center interviews and meetings with user groups in New York City, 2006.*

# RECOMMENDED DESIGN FOR A LOCAL WORKFORCE INFORMATION SYSTEM

The Heldrich Center’s recommendations for the WIB are grounded in an understanding of users’ needs and the workforce information landscape in New York City. These recommendations are intended to address the most significant needs cited by users while building on existing workforce information sources. They are organized as three priority action areas that address the salient issues identified by the research:

- The need for dedicated capacity to analyze and interpret workforce information,
- The need for additional information to respond to users’ needs, and
- Limited awareness and under-utilization of existing information.

## **Priority Action Area #1: Develop Internal Capacity to Analyze and Interpret Workforce Information**

Building internal capacity for research and analysis is a foundational strategy. Establishing this capacity will enable the WIB and partner agencies to make existing information more useful to consumers and to collect new information needed by stakeholders. Capacity could be developed using the following strategies:

- **Add analytic capacity at the WIB, the New York City Department of Small Business Services, or a partner organization.**

The WIB or another public organization could employ a workforce information analyst responsible for managing a research agenda, performing customized analyses, and producing newsletters and other publications. It may be

possible for several agencies or organizations to share the costs of a labor market analyst.

A short-term task for the analyst could be to deploy Local Employment Dynamics (LED) statistics, which will become available in New York State. LED combines data on employment and wages from a state’s Unemployment Insurance system with demographic and other data on individuals from Census records to give a more detailed picture of the local labor market. The analyst could use LED to help City policymakers identify critical sectors and examine demographic and workforce trends. The Federal Reserve Bank of New York and the New York State Department of Labor’s labor market analyst assigned to New York City also could provide support.

*Example:* The San Diego Workforce Partnership currently has three full-time analysts who prepare newsletters, conduct an annual survey of local employers, and oversee research studies conducted by contractors. With this in-house capacity, San Diego can supplement existing federal and state sources with locally generated data and analytical reports.

## **Priority Action Area #2: Collect New Information on the Changing Workforce Needs in New York City**

Many users pointed to gaps in existing information on the changing workforce needs of employers. Those gaps include a lack of qualitative information on the skills required for occupations in specific industries, hiring methods and practices used by specific industries, and opportunities for advancement. Another gap is the need for more detailed information on anticipated employment growth trends by industry. Gaps in demand-side information could be filled using these strategies:

- **Conduct regular, in-depth industry studies.**

The WIB could conduct regular, in-depth studies of industries that hire, or have the potential to hire, large numbers of Workforce1 Career Center customers and young people served by the City's workforce system. The process for each study would be threefold. First, researchers would analyze available data on employment growth, employment trends, skills in demand, and other characteristics of the selected industry. Second, researchers would conduct interviews with employers and industry experts that would provide insight into industry-specific skill needs, hiring methods, benefits, and opportunities for career advancement. Third, a report synthesizing the findings would be produced and widely disseminated. To guide the research, the WIB could form an advisory committee that would include employers, associations, industry experts, and service providers.

*Examples:* The San Diego Workforce Partnership has overseen the production of sector studies that provide information on employment trends, firms, career ladder opportunities, and occupational profiles in selected industries. The Workforce Boards of Metropolitan Chicago have contracted with a national consulting firm to provide assistance with industry-specific studies. These studies generate detailed local information that workforce providers can use to place program participants more effectively and that policymakers can use to target education and training investments.

- **Prepare in-depth profiles of new and growing occupations.**

The WIB could produce profiles of new and growing occupations that generate openings for Workforce1 Career Center customers and young people served by the City's workforce system. The process for completing the study would be similar to what was described above. The first step would

be analysis of occupational projections and existing labor market information. The next step would be a survey or a series of in-depth interviews with employers that hire people in the selected occupations. The research would provide detailed information on skill needs, hiring methods and practices, benefits, and opportunities for career progression. A report synthesizing the findings would be produced and widely disseminated.

*Example:* The San Diego Workforce Partnership deploys full-time staff to prepare an annual occupational outlook report for the region. Building on existing labor market information, the report profiles characteristics of about 30 new or growing occupations, based on a survey of local employers. The annual study is an important resource that allows workforce providers, community colleges, and other educational institutions to adjust existing programs and develop new programs that will meet expected demand. It is also an important resource for individuals seeking detailed profiles of promising occupations.

### **Priority Action Area #3: Increase awareness of workforce information and improve dissemination**

Dissemination of workforce information is a top concern of many users. As the research showed, people are not aware of the tools that are available, and existing information is difficult to find and navigate. Increasing awareness of workforce information and improving dissemination are crucial to building a local workforce information system. Distribution could be improved using the following strategies:

- **Adapt the new WIB Web site to provide direct access to workforce data and analysis.**

The new WIB Web site could become the centerpiece of the WIB's dissemination strategy with the potential to reach a huge number of users

in the metropolitan region. Web sites are particularly useful for distributing workforce information because they can combine multiple sources and can be updated relatively easily. Content could include a summary of recent reports and analysis; links to data sources and analysis cited in the map of New York City workforce information; links to relevant news sources; links to federal, state, and local organizations that produce workforce information; and a list of quick facts about the metropolitan workforce and labor market. An effective structure would provide users with several ways to find information sources — by matching sources with one or more of the nine primary questions identified in the map or by grouping sources that are relevant for particular user groups.

A long-term vision for the Web site could include plans to develop portals that provide a “unique view” for each user group. Frequent users could design their own portal with tailored publications. In the long term, the site could be designed as a premier source of career guidance for job seekers and young people.

*Example:* The San Diego Workforce Partnership maintains a Web site ([www.sandiegowork.com](http://www.sandiegowork.com)) that distributes labor market information produced by the state and locally generated research and analysis. The site organizes content by user group (such as employers, job seekers, youth, and workforce professionals). Other examples of Web sites are described in Appendix B.

- **Disseminate workforce information in an abbreviated and digestible format to a variety of users.**

The WIB could produce or oversee the production of summaries and digests of workforce information designed for different users. A **workforce bulletin targeted at city policymakers and managers in**

**provider organizations** could combine summaries of recent labor market reports and updated statistics on unemployment and employment sorted by sector and borough. The bulletin could also include special features that would vary with each issue.

Another strategy is to produce an **e-mail digest targeted at City policymakers and managers in provider organizations**. This digest could provide a quarterly update on employment trends in critical industries and occupations in New York City. This could include both quantitative data and qualitative assessments.

A third strategy is to produce an **e-mail digest targeted at frontline staff and supervisors in One-Stop Centers and provider organizations**. This digest could include an analysis of recent placements based on Worksource1 administrative data, employment growth and decline of sectors by borough, and reports on economic development activity likely to affect employment. The WIB could collaborate with the New York City Employment and Training Coalition to prepare and distribute this publication.

The WIB could partner with the Economic Development Corporation, the state labor market analyst assigned to New York City, and the Federal Reserve Bank of New York to obtain contributions to any or all of these publications.

*Examples:* The Greater Austin Workforce Board in Texas distributes a one-page bulletin ([www.worksourceaustin.com](http://www.worksourceaustin.com)) that captures an array of labor market data useful to employers, policymakers, and managers. The San Diego Workforce Partnership prepares an e-publication called *The Barometer*, which summarizes labor market conditions and puts recent developments in context for readers.

- **Increase users' awareness of workforce information.**

The WIB could adopt a number of strategies to increase the awareness of the value of workforce information. For example, the WIB could develop an online tutorial that provides an orientation to labor market information for different users. This could be accessible through the WIB's new Web site.

Another strategy is to use existing dissemination and marketing mechanisms to distribute labor market information. For example, it is possible to partner with the New York State Department of Labor to include local labor market information and the WIB's new Web site in the materials distributed to Unemployment Insurance claimants in New York City. It is also possible to partner with City agencies that disseminate information on the Earned Income Tax Credit to eligible individuals in New York City. Those marketing materials could include local labor market information and references to the WIB's new Web site. The WIB could also collaborate with *The New York Times* and other media sources that periodically disseminate inserts that provide information on the regional economy and labor market.

A third strategy is to seek opportunities to "tell the story" of the New York City workforce and labor market to the media. The WIB could partner with the Department of Small Business Services, the Economic Development Corporation, and the Office of the Mayor to identify a spokesperson who could be the liaison to the media. This spokesperson could prepare press releases and offer to give interviews when major reports and local employment statistics are released. Over time, the spokesperson could become an authoritative source who puts the changing economy and labor market into context for journalists.

A final strategy is to form a partnership group composed of representatives from the New York City Department of Education, the Department of Youth and Community Development, the Youth Council, parents, teachers, and counselors. This group could devise appropriate strategies for providing labor market information to young people in schools, parents, teachers, and counselors. An initial project could be to partner with the New York State Department of Labor's labor market analyst assigned to New York City to produce a poster or pamphlet that demonstrates the strong connection between educational attainment and income.

*Examples:* A partnership called Career Connections was created in New Jersey to ensure that a career information Web site ([www.NJNextStop.org](http://www.NJNextStop.org)) reached its target audiences. NJNextStop was designed to inform high school students, school counselors, high school teachers, and parents about key industries and occupations in key industries. The State of Florida produced a user-friendly handbook for parents on the future world of work. It describes economic changes and implications for learning and skill development in simple, easy-to-understand terms.

In addition to the three priority action areas, a number of additional recommendations are described in Appendix C. Those additional recommendations offer more ideas for building a local workforce information system in New York City.

## CONCLUSION

High-quality workforce information is increasingly viewed as the foundation for developing effective workforce and economic policies. Accessible and reliable information helps policymakers develop strategies that meet the needs of employers and that respond to a changing and diverse workforce. Good information also allows policymakers to allocate government resources efficiently to achieve the best possible results.

An improved local workforce information system can ultimately benefit a wide range of users in New York City. Job seekers, both young people and those already in the labor force, must be able to navigate a complex and often volatile job market. Workforce development professionals need to offer more effective guidance to individuals using Workforce1 Career Centers and City agencies. And employers want a better picture of the local workforce to help them make more informed decisions about location, expansion, and recruitment.

The research conducted for the WIB highlighted an opportunity to improve workforce information in New York City. The anticipated introduction of LED in New York State offers a new and powerful information tool that can be used to meet users' needs for better information on employer demand and workforce supply. In addition, New York City benefits from a strong infrastructure of workforce information producers. The City is home to a wide range of public, private, and nonprofit producers, including well-regarded universities, the state labor market information agency, think tanks, and the Federal Reserve. Finally, the WIB includes representatives of key user groups that need and express interest in better and more widely accessible information. Building on these assets, the WIB could make rapid progress toward improving the local workforce information system.



# APPENDIX A: METHODOLOGY AND PROCESS FOR IDENTIFYING USER NEEDS

To assist the WIB, the Heldrich Center adopted an approach designed to address the needs of users of workforce and economic information in New York City and to build on existing sources of information. The design approach included three steps:

## **Step #1: Understand the needs of users of workforce information in New York City**

The first step was to understand the needs of a range of users in New York City. The research focused on four groups of users:

- Job seekers, students, and young people;
- Frontline staff in One-Stop Centers, private organizations, and community organizations that provide workforce services;
- Employers; and
- Policymakers in City agencies and program managers in private and community organizations that provide workforce services.

The research with user groups was designed to identify:

- Types of workforce information currently being utilized;
- Helpful Web sites, resources, reports, or other sources of workforce information;
- Decisions that typically require workforce information;
- Preferences for receipt of workforce information; and
- Opinions on additional types of information needed to address workforce development priorities.

To collect the needed information, and in consultation with the New York City WIB, the Heldrich Center conducted:

- Individual interviews with selected WIB members, top executives of the Department of Small Business Services, the Regional Administrator of the New York State Department of Labor, executives of the New York City Employment and Training Coalition and the Workforce Professionals Training Institute, and representatives of major producers of workforce information, such as the Federal Reserve Bank of New York and the New York State Department of Labor.
- Group meetings with the Department of Youth and Community Development, New York City workforce service providers, managers in the Department of Small Business Services, representatives of the Economic Development Corporation, representatives of the Department of Education, and WIB staff.
- The Heldrich Center developed an online survey that was widely distributed to policymakers, employers, job seekers, students, educators, training providers, workforce service providers, and researchers. Seventy responses were received.
- A visit to a Workforce1 Career Center in downtown Brooklyn. Heldrich Center representatives interviewed managers, job developers, and career development staff, and spoke directly with job seekers attending an orientation session and using the career resource room.
- A visit to NYC Business Solutions Centers in Upper Manhattan and Brooklyn. Heldrich Center staff spoke with owners of small businesses and with Business Solutions Center staff.

The list of individuals and groups that participated in the study is shown below.

## **Step #2: Identify important sources of workforce information and create a map showing priority user needs and sources of information**

The next step was to survey the landscape of available workforce information in New York City by reviewing major sources of data and analysis and interviewing a range of producers at the federal, state, and local levels. The research team designed a map to illustrate the wide range of sources of workforce information and the most significant information needs cited by users. The team then assessed whether existing information sources were sufficient to meet the most significant needs identified by users.

## **Step #3: Recommend a workforce information system design for New York City**

The third step was to make recommendations to the WIB based on findings from the research on user needs and the review of the workforce information landscape. The team also interviewed national experts and identified relevant examples of workforce information analysis and dissemination adopted by other urban WIBs and state labor market information agencies.

## **List of Individuals and Groups Participating in the Study**

As part of its research into user needs, the Heldrich Center interviewed and met with different user groups in New York City. The following list identifies the individuals and groups that participated in the study.

- Individual Interviews and Group Meetings

### ***Workforce Investment Board Members***

Rocco Damato, CEO, A.L. Bazzini Company and Chair, WIB Workforce Policy Committee

Rex Davidson, President and CEO, Goodwill Industries of Greater New York and Northern New Jersey and Member, WIB Strategic Planning Committee

Reg Foster, Corporate Community Relations Manager, IBM Corporation and Chair, Youth Council

Kathleen Kearns, Corporate Vice President for Public Affairs and Marketing, Continuum Health Partners and Chair, WIB Strategic Planning Committee

John Mogulescu, Senior University Dean for Academic Affairs, City University of New York and Member, WIB Workforce Policy Committee

Stuart Saft, Partner, Wolf Haldenstein Adler Freeman and Herz and Chair, New York City WIB

### ***Workforce Investment Board Staff***

Susan Arroyo, Manager, Workforce Policy

Brian Egan, Assistant Director

Marilyn Shea, Executive Director

### ***Office of the Mayor***

Ellen Howard-Cooper, Office of the Deputy Mayor for Human Services

Anthony Tassi, Director of Adult Education

### ***Department of Small Business Services***

Michael Borden, Director, Strategic Operations

Ben Branham, Press Secretary

Katy Gaul, Executive Director, Workforce1 Training Management

Charles Houston, Director, Workforce1 Training Management

Kerri Jew, Deputy Commissioner, Division of Economic and Financial Opportunity

Kevin Kelly, Assistant Commissioner, Operations and Technology

David Margalit, Deputy Commissioner, Workforce Development

Omer Mohammed, Director of Strategic Planning and Policy, Workforce Development

Mark Newhouse, Deputy Commissioner, Business and District Development

Cristina Shapiro, Assistant Commissioner, Business Solutions Hiring and Training

Melissa Wavelet, Executive Director, Workforce1 Career Centers Program Management

***Department of Youth and Community Development (group meeting held at the Department)***

Miguel Almodovar, Assistant Commissioner

Bob Bencinera, Information Analyst

Lisa Gulick, Information Analyst

Megan Keenan, Director, Out-of-School Youth Initiatives

Suzanne Lynn, Deputy Commissioner

Jeanne B. Mullgrav, Commissioner and WIB Member

***Business Services and Economic Development (group meeting held at the Department of Small Business Services)***

Laure Aubuchon, Senior Vice President, International Business Development, New York City Economic Development Corporation

Carl Hum, Director, Mayor's Office of Industrial and Manufacturing Businesses

Jeanette Nigro, Vice President, Workforce and Training, Brooklyn Chamber of Commerce

Audrey Slade, Senior Vice President, New York City Economic Development Corporation and WIB Member

Randy Weiss, Chief Economist, New York City Economic Development Corporation

***Education Providers***

Michele Cahill, Senior Counselor to the Chancellor for Education Policy, New York City Department of Education and WIB Member

Cynthia Fowlkes, Director of Career and Technical Education, New York City Department of Education

Florence Jackson, Advisory Council for Career and Technical Education, New York City Department of Education

***Workforce Information Data Experts***

Andrew Beveridge, City University of New York, Queens College

James Brown, New York City Labor Market Analyst, New York State Department of Labor

Michael Dardia, Deputy Director, New York City Office of Management and Budget

Leonard Gaines, Research Specialist, New York State Empire State Development Corporation

Sanders Korenman, Executive Director, New York Census Research Data Center, City University of New York

Mark Levitan, Senior Labor Market Policy Analyst, New York Community Service Society

John Mollenkopf, Professor of Political Science and Sociology, City University of New York

James Parrott, Deputy Director, Fiscal Policy Institute

Rae Rosen, Senior Economist and Assistant Vice President, Federal Reserve Bank of New York

Joseph Salvo, Director, Population Division, New York City Department of City Planning

David Trzaskos, Director, Research and Statistics, New York State Department of Labor

### ***Other Stakeholders***

John Harloff, Regional Administrator, New York State Department of Labor and WIB Member

Louis Miceli, Executive Director, Workforce Professionals Training Institute

Bonnie Potter, Executive Director, New York City Employment and Training Coalition

Jeremy Reiss, Director of Legislation and Public Policy, New York City Employment and Training Coalition

### ***Group Meeting Hosted by New York City Employment and Training Coalition***

Virginia Cruikshank, Senior Vice President, Employment, Training, Education, and Youth Services, F·E·G·S

Chuck Hoffman, Director, Workforce Development Center, Division of Continuing Education, New York City College of Technology/City University of New York

Marta Nelson, CEO, Center for Employment Opportunities

Carmen Sanguinetti, Program Associate, Seedco

Katherine Schrier, Managing Director, Actors' Work Program, The Actor's Fund of America

- A visit to a Workforce1 Career Center in downtown Brooklyn. Heldrich Center representatives interviewed managers, job developers, and career development staff, and spoke directly with job seekers in an orientation session and in the career resource room. Staff interviewed:

Takbir B. Blake, Career Advisor Coordinator

Eric D. Morales, Assistant Director

Jeanette Nigro, Vice President, Workforce and Training, Brooklyn Chamber of Commerce

Fernando Rosado, Account Executive

Patricia E. Saenz, Director

- A visit to the Upper Manhattan NYC Business Solutions Center. Heldrich Center staff spoke with owners of small businesses and with Business Solutions Center staff, including Pia Longarini, Account Executive.
- An online survey of users. The Heldrich Center developed an online survey that was widely distributed to policymakers, employers, job seekers, students, educators, training providers, workforce service providers, and researchers. Seventy responses were received.

## APPENDIX B: USEFUL LINKS AND RESOURCES

While there are many links and resources for workforce information, this appendix identifies local boards, state labor market agencies, and national organizations beyond New York that have exhibited real leadership and creativity in either making workforce information easier to find and use, or in collecting additional information that is not readily available.

### Local Resources

- **San Diego Workforce Partnership**, [www.sandiegowork.com](http://www.sandiegowork.com), has the most comprehensive and robust labor market information (LMI) operation of any local area identified by the Heldrich Center. Workforce information is accessed through the “LMI” tab on the main Web site. LMI is organized by user group — employers, job seekers, youth, military, workforce professionals, education and training providers, and researchers — and the site also has headings for “reports” and “education and training resources.” San Diego prepares a monthly two-page publication — *The San Diego Barometer: A Labor Market Snapshot* — that is posted on the Web site and sent to an e-mail distribution list. San Diego prepares an annual *Occupational Outlook Report* for San Diego County, which is a major undertaking that involves several key partners, including institutions of higher education, the State of California, a major service provider, and a staffing service. The individual profiles in the *Occupational Outlook Report* contain much of the information that New York City users said they wanted — wages, benefits, shifts, recruitment methods, and trends. San Diego also performs an in-depth profile of at least one industry per year. Within the past few years, it has profiled the healthcare sector (2006), the hospitality industry (2006), the temporary staffing services industry (2004), biotechnology (ongoing), business services (2003), and defense and transportation manufacturing (2003).
- **North Valley (NOVA) Workforce Board**, [www.novaworks.org](http://www.novaworks.org), was an early leader in conducting industry-specific studies for its local area, which is in California’s Silicon Valley. Since 1994, it has issued industry-specific reports in virtually every important sector of the local economy. Its most recent reports include *Silicon Valley Roots: Foundational Occupations with Growth Potential — A Labor Market Study of High-Growth Occupations in Non-Technology Focused Industries* (2006) and *The High-Tech Downturn in Silicon Valley* (2005), a report compiled by the SPHERE Institute in partnership with NOVA and neighboring workforce boards. Similar to San Diego, “LMI” is a major category on NOVA’s main web page.
- **Workforce Boards of Metropolitan Chicago**, [www.workforceboardsmetrochicago.org](http://www.workforceboardsmetrochicago.org), is a consortium of nine workforce boards that span an 11-county area across the metropolitan Chicago region. As part of Illinois’ Critical Skill Shortages Initiative (CSSI), the consortium managed an initiative that examined three industrial sectors important to the local economy: healthcare (2002), manufacturing (2003), and transportation, warehousing, and logistics (2004). Separate from the CSSI, they have initiated a study of hospitality and tourism (2005) and are planning an industry summit for the finance and insurance industry in

Contact: Lawrence G. Fitch, President and Chief Executive, San Diego Partnership, Inc., (619) 238-1445, [terri@workforce.org](mailto:terri@workforce.org)

Contact: Mike Curran, Director, NOVA Workforce Investment Board, (408) 730-7232, [mcurran@novaworks.org](mailto:mcurran@novaworks.org)

Contact: Mike Curran, Director, NOVA Workforce Investment Board, (408) 730-7232, [mcurran@novaworks.org](mailto:mcurran@novaworks.org)

Contact: Mike Curran, Director, NOVA Workforce Investment Board, (408) 730-7232, [mcurran@novaworks.org](mailto:mcurran@novaworks.org)

February 2007. This organization has also conducted “hard-to-fill” job surveys in particular industrial sectors. They believe that the key to success in a sectoral information-gathering strategy is to tie in with industry associations and take the time needed to form lasting relationships.

Contact: Jan Etzkorn, Regional Coordinator, Workforce Boards of Metropolitan Chicago, (217) 553-2560, [jetz66@aol.com](mailto:jetz66@aol.com), or any of the nine workforce boards: Chicago, Cook County, DuPage, Grundy, Lake County, McHenry County, Northern Cook County, River Valley, or Will County

- **Worksystems Inc.**, [www.worksystems.org](http://www.worksystems.org), provides staff support to the Workforce Investment Board that covers the Portland, Oregon area. Worksystems Inc. has prepared general workforce information products, such as a *State of the Workforce* report and an easy-to-understand career guide on the *Top 50 High-Demand Occupations* in the local area. It has also pursued a sectoral approach, and works through intermediaries that have deep knowledge of the particular industry. Its goal for the sectoral research is to access career pathways that benefit low-income job seekers and/or low-wage individuals working in the industry. Information collected is then built into the [www.connect2jobs.org](http://www.connect2jobs.org) Web site, a job search, recruiting, and education information system.

Contact: Andrew McGough, Executive Director, Worksystems Inc., (503) 478-7371, [amcgough@worksystems.org](mailto:amcgough@worksystems.org)

## State Resources

- **Florida**, [www.labormarketinfo.com](http://www.labormarketinfo.com), has comprehensive and varied workforce information offerings. The product line is especially strong in its appeal to job seekers

and frontline staff, and includes reports, publications, CDs, brochures, posters, and the Internet. The products are well designed and may be downloaded from the Internet. Sample job seeker and staff-friendly products include:

Career posters that display career, education, and wage information for 10 leading industries;

An education and training pay poster that displays the relationship between education and earnings;

A jobs online poster that lists Web sites for labor market information, career information, and job listings;

A wage conversions poster that provides wages from \$5.15 to \$15.00 per hour on a weekly, monthly, and yearly basis;

Occupational profile brochures for 25 occupations that describe typical tasks performed, education and licensing requirements, and industries in which these occupations are found; and

Fact sheets that focus on particular segments of the labor market, such as *Youth in Florida's Labor Force*, *Older Workers in Florida*, and *Foreign-Born Workers in Florida's Labor Market*.

Florida also has a Web site ([www.whatpeopleareasking.com](http://www.whatpeopleareasking.com)), designed by its labor market statistics unit, which allows job seekers and employers to answer their most frequently asked questions related to labor market information and receive answers for their own local area. Florida participates in the Local Employment Dynamics program.

Contact: Rebecca Rust, Labor Market Statistics Director, Florida Agency for Workforce Innovation, (850) 245-7257, [rebecca.rust@awi.state.fl.us](mailto:rebecca.rust@awi.state.fl.us)

- **California**, [www.labormarketinfo.edd.ca.gov](http://www.labormarketinfo.edd.ca.gov), has recently redesigned its labor market information Web site to be more user friendly. Information is organized by user group — economic development, Employment Development Department staff, educators/schools, employees/workers, employers/business, job seekers, researchers, and workforce partners. Information pertinent to each group is listed, with links to reports, data, and other resources.

Contact: Tim Taormina, Chief, Labor Market Information Division, Employment Development Department, (916) 262-2162, [Imid.ttaormina@edd.ca.gov](mailto:Imid.ttaormina@edd.ca.gov)

- **Minnesota**, [www.deed.state.mn.us/lmi](http://www.deed.state.mn.us/lmi), presents information in an easy-to-understand manner. Information is organized by type — careers, economy, industries, jobs, regions, unemployment, wages and salaries, workforce, publications, and data tools. In addition to links under each subject area, the site offers a brief explanation of what the linked Web site or information source contains. Twice each year, the Minnesota Department of Employment and Economic Development conducts the *Minnesota Job Vacancy Survey*, the goal of which is to identify the number, location, and characteristics of open for-hire job opportunities in the state. This information is provided on a timely basis for each local area. The most recent job vacancy survey covered the period April to June 2006.

Contact: Steve Hine, Research Director, Minnesota Department of Employment and Economic Development, (651) 297-3111, [steve.hine@state.mn.us](mailto:steve.hine@state.mn.us)

- **New Jersey** has developed [www.njnextstop.org](http://www.njnextstop.org), an attractive Web site targeted primarily at young people. The site contains industry and occupation-specific information based on surveys and focus groups with New Jersey employers, and incorporates data generated by the New Jersey Department of Labor and Workforce Development and the Census Bureau. It includes the names of the largest employers within each selected industry.

Contact: Dave Crane, Director, Labor Market and Demographic Research, New Jersey Department of Labor and Workforce Development, (609) 292-0099

- **New York** has developed [www.nycareerzone.org](http://www.nycareerzone.org), a youth-friendly site designed to help with career exploration and job search. It provides available information on specific jobs. The career exploration aspect of the site uses the national O\*Net framework.

Contact: Dave Trzaskos, Director, Division of Research and Statistics, New York State Department of Labor, (518) 457-6369, [david.trzaskos@labor.state.ny.us](mailto:david.trzaskos@labor.state.ny.us)

- **Indiana** recently redesigned its Web site in response to a study examining user needs. The site, [www.hoosierdata.in.gov/index.asp](http://www.hoosierdata.in.gov/index.asp), has a simple, appealing introductory page showing recent labor market statistics. The site is designed to provide access by user group: economic developers, educators, employers, and job seekers. It is also possible to find information by local area.

Contact: Andrew Penca, Deputy Commissioner for Research and Analysis, Indiana Department of Workforce Development, [apenca@dwd.in.gov](mailto:apenca@dwd.in.gov)

- **Oregon** has a well-regarded site, the Oregon Labor Market Information System (OLMIS), [www.qualityinfo.org/olmis/OlmisZine?zineid=00000001](http://www.qualityinfo.org/olmis/OlmisZine?zineid=00000001). It organizes labor market information by topic or content area, such as careers, jobs, industries, and population. It also includes the OLMIS guide, a useful introduction that allows users to find information based on their role — employer, job seeker, workforce professional, educator, counselor, student, and member of the media.
- **O\*Net**, <http://online.onetcenter.org>, is the major national source of user-friendly information for job seekers and frontline staff. O\*Net allows users to learn more about occupations by using keywords, O\*Net codes, or by browsing job families or industries. Users can also find occupations that are consistent with their skills. The O\*Net system includes career exploration tools as well. New York City Workforce1 Career Centers are using O\*Net products.

Contact: Graham Slater, Administrator,  
Workforce and Economic Research, Oregon  
Employment Department,  
[graham.j.slater@state.or.us](mailto:graham.j.slater@state.or.us)

### **National Resources**

- The result of a collaboration between the U.S. Department of Labor and the U.S. Department of Education, [www.careervoyages.gov](http://www.careervoyages.gov) is intended to help students, parents, career advisors, and career changers learn more about occupations within selected growing industries. The industries are consistent with those included in the U.S. Department of Labor's High-Growth Job Training Initiative. While the information in Career Voyages is based on national data and information, it is presented in an engaging way and includes videos and magazines that can be printed. *In Demand* magazine is a particularly good resource and contains the "stories" of people who work in the profiled careers.
- **America's CareerInfoNet**, [www.careerinfo.net](http://www.careerinfo.net), represents the U.S. Department of Labor's effort to tie all career and occupational efforts and products together in one place. It includes links to a variety of other resources, including O\*Net, Career Voyages, and state labor market information.

**APPENDIX C: PRESENTATION TO THE WIB STRATEGIC  
PLANNING COMMITTEE, SEPTEMBER 26, 2006**

**Recommended Design for a  
Workforce Information System for  
New York City**

**Presentation of Initial Recommendations**

September 26, 2006

Prepared for:  
New York City Workforce Investment Board

Neil Ridley  
Aaron Fichtner, Ph.D.

John J. Heldrich Center for Workforce Development

Rutgers University

## **Envisioning a NYC Workforce Information System**

Workforce information provides a crucial decision-support system for job seekers, young people, employers, workforce staff, and policymakers that:

- Guides individuals toward promising jobs and careers that generate advancement and income growth
- Targets education and training investments so that they lead to real jobs

## **Design Approach**

Step 1: Understand the needs of users of workforce information in New York City

Step 2: Identify important sources of workforce information and create a map showing priority user needs and sources of information

Step 3: Recommend a workforce information system design

## **Overarching Findings**

- Job seekers, frontline staff, and policymakers want information that is occupation-specific, industry-specific, local, and up-to-date.
- There is a wealth of available information on the NYC labor market that is currently under-utilized.
- Additional NYC-specific information is needed to better understand:
  1. The changing workforce needs of key industries, and
  2. The experiences of different social and demographic groups.

## **Overall Recommendations**

1. Develop capacity to analyze workforce information
2. Collect new information that meets the needs of users
3. Disseminate workforce information through a NYC careers Web site
4. Position the WIB as a champion and central source for workforce information
5. Seek additional funding and resources to build a robust workforce information system for NYC

## **1. Develop Capacity to Analyze Workforce Information**

### **Long-Term Strategies**

- Establish a Center on the New York City Labor Market and Economy with staff dedicated to research, analysis, and dissemination
- Add a workforce information analyst to the WIB, SBS, or partner agency and share costs with multiple agencies

### **Interim Step**

- Partner with EDC, the NYSDOL labor market analyst, and the Federal Reserve to carry out specific analytical tasks

## **2. Collect New Information**

### **Long-Term Strategies**

- Conduct regular, in-depth studies of industries that hire large numbers of One-Stop customers and youth served by city agencies
- Commission special studies of how social and demographic groups are faring in the labor market

### **Interim Step**

- Analyze administrative data (Worksource1) to determine the labor market experience of selected populations

## **3. Disseminate Workforce Information**

### **Long-Term Strategies**

- Build a NYC careers Web site to meet the needs of major user groups — job seekers, youth, policymakers and program managers, workforce staff, and employers
- Develop materials targeted at users with specific needs for workforce information — job seekers, youth in transition, and workforce staff

### **Interim Step**

- Develop and issue a workforce bulletin aimed initially at City policymakers and program managers

## **4. Position the WIB in the Workforce Information Arena**

### **Long-Term Strategies**

- Establish the WIB as a central source for workforce information
- Create and lead a community of producers to share research and provide customized analysis

### **Interim Steps**

- Produce a white paper laying out a vision for workforce information
- Partner with SBS and EDC to “tell the story” of the NYC workforce and labor market

## **5. Communicate a Vision and Build Partnerships to Support Workforce Information**

### **Long-Term Strategies**

- Lay out a vision for the importance of workforce information
- Partner with City agencies with a common interest in improved workforce information

### **Interim Step**

- Partner with organizations that provide research and analytic capacity

## 1A. Develop Capacity for Analysis: Build Internal Capacity to Analyze Workforce Information and Set Research Agenda

### Rationale:

To implement a local workforce information system, New York City will require the capability to analyze workforce information, develop a plan for additional information needs, and set a research agenda. Establishing this capacity is a foundational strategy — crucial to moving forward with the recommendations.

### Short-Term Strategies:

- Partner with selected organizations that have capacity to analyze workforce data. An example is to partner with the NYSDOL labor market analyst and the research analyst at EDC to produce a monthly bulletin. Another example is to partner with the Federal Reserve to analyze and forecast trends in selected industries.
- Contract with a research organization to provide analysis on specific topics.

### Long-Term Strategies:

- Add a workforce information analyst to the WIB, SBS, or partner agency. An analyst would manage the research agenda, perform customized analysis, and produce the workforce bulletin and other products. It may be possible for the WIB and several agencies to share the costs of hiring a labor market analyst who could conduct analysis of value to multiple agencies.
- Establish or assist with the establishment of a Center on the New York City Labor Market and Economy. Such a center, which could be housed at CUNY, would have staff dedicated to conducting primary research, analyzing existing data, and disseminating information.

### Partners:

Federal Reserve  
NYSDOL  
EDC  
CUNY  
City Planning

### Priority Level:

HIGH

## 1B. Develop Capacity for Analysis: Create a Community of Producers

### Rationale:

New York City, more than most cities, benefits from a wide array of research organizations that produce reports on the local labor market and economy. These organizations tend to have their own goals, research agenda, and dissemination mechanisms. The WIB could take leadership to create a community of producers that can share research and assist the WIB with its information needs.

### Short-Term Strategies:

- Hold an annual meeting with researchers and selected WIB members. The purpose of the meeting is to allow researchers to share recent work and to allow the WIB to share its research agenda. It is an opportunity for researchers and the WIB to “get on the same page.”
- Establish a clearinghouse of reports and research on the New York City labor market that are available through the WIB Web site at no charge.

### Long-Term Strategies:

- Issue modest research grants to producers. The WIB could issue research grants to researchers or organizations interested in deepening knowledge in areas of value to the WIB.
- Broker customized workforce information services. The WIB could broker a set of customized workforce information services delivered by an array of producers. The menu of services could include customized analysis, customized report development, workshops on specific topics, and presentations. These services could be fee-based.

### Partners:

CUNY  
Other Universities  
Research Organizations

### Priority Level:

MEDIUM

## 1C. Develop Capacity for Analysis: Deploy Newly Available LED

### Rationale:

Local Employment Dynamics, a partnership between state information agencies and the U.S. Census Bureau, combines hiring and wage data from employers with demographic and other information on individuals. As it becomes available in New York State, the WIB can use it to address important questions about employer demand and workforce supply.

### Short-Term Strategies:

- Partner with Federal Reserve researchers to identify critical sectors for New York City. Working with the Federal Reserve, the WIB could identify criteria for identifying target industries (such as employment growth and stability) and use LED to identify industries that meet those criteria.

### Long-Term Strategies:

- Use LED to examine demographic and local workforce trends in New York City. For example, LED has been used to identify trends in the growth of older workers and the labor market experience of low-income individuals.
- Use LED to target workforce services. The LED can be used to identify sectors with a high level of separations and job losses. The WIB can use this data to target reemployment assistance, for example.
- Provide modest research grants to researchers to enable them to use datasets available through the Census Research Data Center housed at Baruch College to conduct studies of interest to the WIB.

### Partners:

Federal Reserve  
CRDC  
NYS DOL

### Priority Level:

HIGH

## 1D. Develop Capacity for Analysis: Analyze Trends in Job Vacancies

### **Rationale:**

Understanding trends in job openings by industry and occupation would benefit job seekers, providers, and policymakers. Currently, there is limited real-time information on those trends. Some states and local areas have conducted job vacancy surveys. However, those studies tend to be labor-intensive, expensive, and useful only if conducted on a regular basis. The WIB can consider a variety of alternative approaches.

### **Short-Term Strategies:**

- Analyze Worksource1 data on job openings and job placements and Business Solutions data on available jobs. Data from the new system can shed light on industries and occupations that have openings and are filling jobs.

### **Long-Term Strategies:**

- Analyze data on job openings and job placements collected from a variety of City agencies. Agencies could use a standardized approach to reporting information on vacancies and placements. Analysis could focus on trends in specific industries and occupations.
- Partner with NYSDOL to obtain data on job vacancies from private job banks. As AJB phases out, the state may rely on private job banks to provide information to the public. The WIB can partner with the state to obtain leverage in gaining access to private data for analysis.

### **Partners:**

SBS  
DYCD  
HRA  
DOC  
DOE  
NYSDOL

### **Priority Level:**

LOW to MEDIUM

## 2A. Collect New Information: Selected Industry Studies

### **Rationale:**

Although projected demand information on industry employment is generated by NYSDOL and others, there is limited information on the skills required for occupations in specific industries, industry-specific hiring methods and practices, and advancement opportunities. In addition, there is a need for more detailed information on growth trends by industry.

### **Short-Term Strategies:**

- Disseminate existing industry reports (produced by FPI and other organizations) through the new WIB Web site.

### **Long-Term Strategies:**

- Conduct regular, in-depth studies of industries that hire large numbers of One-Stop customers and young people served by City agencies or have the potential to do so. The WIB could focus on two industries per year. The process for conducting the study would be threefold. First, researchers would analyze available data on employment growth, employment trends, skills in demand, and other characteristics of the selected industry. Second, researchers could conduct interviews and focus groups with employers and industry experts who could provide insight into trends expected in the future and hiring methods and practices that are unique to the industry. Third, researchers would synthesize the data analysis and findings from the interviews into a report that could be widely disseminated.

### **Partners:**

Industry Employers  
Industry Associations  
Industry Experts  
Service Providers

### **Priority Level:**

HIGH

## 2B. Collect New Information: Studies of Special Populations

### Rationale:

There are many sources of information on workforce supply in New York City. However, there is limited information on certain population groups that are difficult to track with current data collection methods. In addition, WIB members and other policymakers express interest in learning about the labor market experiences of certain social and demographic groups.

### Short-Term Strategies:

- Collect and analyze Worksource1 data on selected populations. The new data system allows for analysis of the placement and retention of groups of customers using the One-Stop system. Summary data could be shared with other agencies and research organizations for further analysis.
- Request special tabulations from the Census Bureau's American Community Survey on populations of interest, such as foreign-born workers and high school dropouts.

### Long-Term Strategies:

- Commission special studies of the labor market experience of social and demographic groups, such as the working poor, immigrants, youth, ex-offenders, and older workers. LED can be used to examine the experience of some groups.
- Partner with academic researchers to use datasets available through the Census Research Data Center housed at Baruch College to conduct studies of populations of interest.

### Partners:

SBS  
DYCD  
HRA  
DOC  
DOE  
City Planning  
CRDC  
NYSDOL

### Priority Level:

MEDIUM

### 3A. Dissemination: Develop a NYC Careers Web site (Long-Term Strategy)

#### **Rationale:**

Most state and local agencies use Web sites to disseminate complex information like workforce information. Workforce information is generally supplied by multiple sources and must be updated on a regular schedule to remain useful. A Web site can be the centerpiece of the WIB's dissemination strategy with the potential to reach a huge number of users in the metropolitan region.

#### **Long-Term Strategies:**

- Organize the WIB Web site to meet the needs of specific user groups — job seekers, youth, policymakers and managers, workforce staff, and employers. The Web site could include portals that provide a “unique view” for each user group. Content for the job seeker portal could include:
  - Occupational information that combines O\*NET with OES data to provide detailed descriptions of education and skill requirements, wages, and employment trends.
  - Industry information that combines LED with locally produced industry studies to provide detailed information on hiring and progression within the industry, changing skill requirements, and expected employment trends.
  - Ability to search public and private job boards and to search InfoUSA for companies located close to the job seeker.
  - Ability to search for workforce and training services.
- Develop an ongoing relationship with users. Users could register with the Web site and design their own portal with tailored content and publications.

#### **Partners:**

SBS  
Producer Organizations  
Technical Support from DoITT

#### **Priority Level:**

HIGH

### 3B. Dissemination: Develop a NYC Careers Web site (Short-Term Strategy)

#### **Rationale:**

Most state and local agencies use Web sites to disseminate complex information like workforce information. Workforce information is generally supplied by multiple sources and must be updated on a regular schedule to remain useful. Modifying the new WIB Web site is an interim step to be taken while planning for a next generation Web site goes forward.

#### **Short-Term Strategies:**

- Adapt a section of the new WIB Web site to provide workforce information. Content could include:
  - Introductory page highlighting recent reports and analysis to spur interest
  - Links to data sources, reports, and analysis cited in the map of NYC workforce information
  - Links to Crains, Newyorkbusiness.com, and other news sources
  - Links to organizations that produce information (NYC, federal, state, private)
  - Quick facts on the NYC workforce and labor market
- Adapt the library section of Worksource1 to provide workforce information. The library could include data sources and analysis cited in the map.

#### **Partners:**

SBS  
Producer Organizations  
Technical Support from DoITT

#### **Priority Level:**

HIGH

### 3C. Dissemination: Marketing the WIB Web site

#### **Rationale:**

As the centerpiece of the dissemination effort, the Web site has the potential to reach different user groups and large numbers of people in the metropolitan region. The WIB can take a phased approach to increasing awareness of the content and functionality of the Web site. Marketing can focus initially on certain user groups and gradually expand to include other groups over time.

#### **Short-Term Strategies:**

- Identify initial target audiences to reach — for example, policymakers and managers in city agencies, community organizations, and other workforce organizations.
- Use presentations, WIB meetings, WIB workforce bulletin, and speaking engagements to increase awareness of the Web site.
- Send postcards and e-mail announcements with the Web site address to targeted users.

#### **Long-Term Strategies:**

- Identify additional target audiences for Web site — workforce staff, job seekers, youth in transition, employers, and finally general public.
- Form a partnership group to develop appropriate strategies for each segment. For example, the WIB can form a partnership group with DOE, teachers, counselors, and parents groups to come up with strategies for reaching young people in transition.

#### **Partners:**

City Agencies  
NYCETC  
DOE  
Schools, Teachers, Counselors,  
Parents

#### **Priority Level:**

MEDIUM

### 3D. Dissemination: Issue a Workforce Bulletin

#### **Rationale:**

A regular e-mail bulletin is an effective dissemination vehicle that can highlight recent developments and provide workforce information in a digestible, easy-to-read format. It can also help to establish the identity of the WIB in the workforce information arena.

#### **Short-Term Strategies:**

- Develop and issue a regular bulletin targeted at City policymakers and managers. Initially, it could focus on summaries of recent reports and analysis. Content in later versions could include:
  - Analysis of employment trends in critical industries by borough
  - Reports on economic development projects likely to affect employment
  - Special features on the changing workforce, such as older workers and foreign-born workers
- Partner with EDC, the NYSDOL labor market analyst, and the Federal Reserve to request contributions to the newsletter. These analysts could produce a brief column or analysis on a topic of interest to the WIB.

#### **Long-Term Strategies:**

- Issue a WIB bulletin with several versions targeted at different users — such as policymakers, business, and educators.

#### **Partners:**

EDC  
NYSDOL Labor Market Analyst  
Federal Reserve  
Other Researchers

#### **Priority Level:**

HIGH

### 3E. Dissemination: Develop Materials for Specific Users

#### **Rationale:**

Although the Web site would be the centerpiece of the dissemination strategy, it would also be advisable to develop materials targeted at users with specific needs for workforce information. Few of these strategies can be accomplished in the short term because of the demand for resources and expertise.

#### **Long-Term Strategies:**

- Partner with NYSDOL and DOE to utilize existing materials or develop new materials targeted at young people in school or in transition. These materials could include posters that demonstrate the connection between education and expected earnings, videos, brochures, or magazines highlighting specific occupations and industries and a parent’s handbook on the future world of work.
- Partner with NYSDOL to develop “hot jobs” brochures with easy-to-digest information using NYC-specific data. These brochures could be disseminated through the One-Stop Centers, provider organizations, and youth-serving agencies.
- Partner with NYCETC and the Workforce Professionals Training Institute to develop and broadcast a regular e-mail targeted at frontline staff in provider organizations and One-Stop Centers. The e-mail could include brief, easy-to-understand information on current job trends, projected trends in key industries, information from completed industry studies, and planned economic development projects.

#### **Partners:**

NYSDOL  
NYCETC  
Training Institute  
DOE

#### **Priority Level:**

MEDIUM

## 4. Positioning the WIB in the Workforce Information Arena

### **Rationale:**

The WIB has an opportunity to position itself as a champion and central source for workforce information. Specifically, it could play an important role in building understanding of the importance of workforce information, for integrating various sources of information, and for disseminating information to users.

### **Short-Term Strategies:**

- The WIB could begin by building an understanding within the workforce community of the importance of workforce information to good decision-making. The WIB could issue a white paper laying out a vision for workforce information.
- Partner with SBS, EDC, and the Office of the Mayor to become a spokesperson to the media on workforce issues. The WIB could seek opportunities to “tell the story” of the NYC workforce and labor market to the media (for example, when monthly job statistics are released).
- Implement the WIB Web site and bulletin as a way to establish the WIB as a source of workforce information and analysis.
- Assert leadership in convening researchers and research organizations as part of a community of producers.

### **Long-Term Strategies:**

- Establish an identity as “the source” of workforce information with Web site.
- Partner with the Federal Reserve to hold an annual NYC workforce conference.

### **Partners:**

SBS  
EDC  
Office of the Mayor  
Federal Reserve

### **Priority Level:**

HIGH

## 5. Communicate a Vision and Build Partnerships to Support Workforce Information

### **Rationale:**

Building a robust local workforce information system will require resources to add capacity, collect new data, and implement state-of-the-art dissemination vehicles. With a vision for a workforce information system that can reach large numbers of users, the WIB will be well positioned to seek additional funding from an array of corporate, philanthropic, and other governmental organizations.

### **Short-Term Strategies:**

- Use existing resources to make progress toward the vision.
- Establish partnerships with public, private, and nonprofit organizations that can provide capacity and assist with implementing specific steps (as described in previous recommendations).

### **Long-Term Strategies:**

- Lay out a vision for the importance of workforce information.
- Partner with other City agencies and nonprofit organizations with a common interest in providing access to improved information.

### **Partners:**

Foundations  
Corporate Foundations  
Other Government Agencies

### **Priority Level:**

MEDIUM to HIGH





