NATIONAL EMERGENCY GRANT PROMISING PRACTICES SERIES: USING DATA STRATEGICALLY TO ALIGN JOB SEEKERS AND OCCUPATIONAL DEMAND

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ABOUT THE NATIONAL EMERGENCY GRANT PROMISING PRACTICES SERIES

States and local areas that administer National Emergency Grants (NEGs) have developed a growing body of expertise in the effective management of these grants. The National Emergency Grant Promising Practices Series is a compilation of ten documents whose purpose is to highlight and share some exemplary approaches that were instrumental in preparing for, planning, and implementing a NEG. The intent of disseminating these effective methodologies on a broad, national level is to facilitate the continuous improvement of NEG project operations and to promote peer-to-peer information-sharing among practitioners.

The information presented in the NEG Promising Practices Series was gleaned from a study, which focused on the in-depth review of fifteen NEG projects that varied in type, size, and scope. Collectively, these projects represent an investment of $282,377,589 made by the Department of Labor (DOL) that helped states assist dislocated workers obtain reemployment in the aftermath of a large layoff or disaster-related event. The insights shared by these grantees were synthesized for dissemination, resulting in a set of promising practices that build upon four broad themes:

- **Infrastructure and Readiness.** How grantees have organized state and local delivery systems to ensure effective and efficient use of NEG resources;
- **Planning and Start-Up.** How grantees have mobilized key resources and stakeholders to facilitate effective grant planning and implementation;
- **Program Design and Implementation.** What specific interventions and services have been implemented to support the unique reemployment needs of dislocated workers; and
- **Institutional Results.** How NEG investments have directly or indirectly resulted in an enhanced capacity to respond to unexpected economic events.

Listed below are the ten documents, which comprise the National Emergency Grant Promising Practices Series. Each review addresses a specific area of NEG management and has been written to emphasize the specific planning, design, and operational decisions that contributed to successful retraining and reemployment strategies.

- Working Across Boundaries in Planning a Regional NEG Response
- Expanding NEG Training Capacity Through Partnerships with Community Colleges
- Aligning NEG Strategies with High Growth Sectors and Occupations
- Peer Support Systems that Strengthen Outreach and Participation
- Preparing for the Unexpected in Disaster Grants
- Establishing and Managing a Temporary Jobs Program
- Implementing Transition Teams to Lead the Dislocation Response
- Partnering with Organized Labor to Support Reemployment
- Coordinating Resources to Meet the Reemployment Challenge
- Using Data Strategically to Align Job Seekers and Occupational Demand
PREVIEW

The efforts to assist dislocated workers in finding reemployment after a layoff benefit from an efficient process that aligns the competencies of these individuals with the specific skill requirements of the labor market. Effective NEG grantees have utilized available labor market information (LMI) to create tools that strengthen the planning of training and education programs as well as the job search efforts of dislocated workers.

All states have LMI databases; the challenge in meeting the needs of dislocated workers is to turn the vast quantities of data into useful information that can directly shape and support reemployment efforts. More specifically, this information needs to directly inform program planners who establish training and service priorities across a state or region as well as program staff who develop and monitor individual development plans. Successfully supporting all of these users requires that data systems shed light on both the characteristics of and demand for workers in the job market. This includes providing information on:

- Previous job titles of dislocated workers, including their required knowledge, skills and abilities (KSAs);
- Current job openings;
- Prospective job openings in growth sectors of the regional economy;
- Skill and hiring requirements of current and prospective job openings; and
- Alignment of workers’ existing competencies with the requirements of current and prospective openings.

When serving dislocated workers through a NEG, using data to support advanced planning is essential. Ultimately the accuracy, currency, and accessibility of this information will impact employment outcomes of the affected workforce. Collecting the appropriate information and assessing it effectively will enhance a NEG project in all phases of its lifespan:

- **Infrastructure and Readiness.** Having systems in place to easily access and customize economic and labor market data is critical to responding to unexpected layoffs. Knowledge of labor demand, growing industries and occupations, and regional economic trends provides insight into the ramifications of a pending dislocation event and how to best deploy available resources to workers in need.

- **Planning and Start-up.** Linking worker competencies with the skill requirements of available occupations is critical to effective planning decisions. The ability to develop a customized and comprehensive NEG response requires the use of labor market data to guide these planning decisions.
Program Design and Implementation. During this phase of a NEG, effective use of data may lead to increased efficiencies in training and job placement as a result of the greater understanding of both the affected workforce and the labor market. Examples of positive outcomes may be a greater customization of training, a broader range of available training options, and a better matching of training to employer needs.

Learning from NEG Grantees: This blueprint discusses how three grantees have developed and refined data systems that routinely produce information in direct support of practitioners and job seekers.

Missouri—Impact Analysis and Occupational Crosswalk Briefs. Missouri’s Economic Research and Information Center (MERIC) produces impact analyses for major plant closings and layoffs. These summary documents profile the displaced workforce and project the regional economic impacts of displacement. The reports are typically supplemented with a series of occupational crosswalk briefs that help workers chart a path to a new job or career. These reports originated during the implementation of the Ford/Lear Dual Enrollment NEG and were used as a tool to serve workers affected by a layoff at Ford Motor Company and its supplier, Lear Corporation. These analyses are now a standard tool in the planning and implementation of services following any large dislocation event. NEG Award Amount: $1,938,618.

Maine—Skills Transferability Analysis. Based on work done in conjunction with the Bath Iron Works NEG, Maine’s skills transferability analysis has become the model for response to major dislocations in this State. Produced by Maine’s Center for Workforce Research and Information (CWRI), this analysis provides an in-depth examination of the KSAs of the impacted workforce and compares these findings to the skills required for current as well as projected job openings. NEG Award Amount: $698,194.

Oregon—Job Seeker Web Sites. Oregon focuses on using LMI to develop online tools and resources that can be easily understood and used by job seekers and local career counselors. The Research Division of Oregon’s Employment Department has created four online labor market data tools that allow job seekers to explore alternative occupations relative to their own base of competencies. Dislocated workers from Hewlett-Packard and Amalgamated Sugar were able to access these tools at NEG project centers, One-Stop Career Centers, or from home. NEG Award Amount: $1,302, 337 and $540,816, respectively.
The experience of these grantees demonstrates how strategically gathering data on workers’ skills as well as on high growth occupations and then converting those data into user-friendly information can improve NEG program designs. The states described in this blueprint use the data-based products to assess a dislocation’s impact, design service strategies, and support job seekers in finding new employment. The discussion that follows highlights the experience of these grantees with an emphasis on:

Data sources and inputs:
- Methodologies for data analysis and synthesis; and
- Informational output (e.g., reports, tools) and end users.

In addition, the discussion highlights lessons and tips that promote the utility of these planning data.

**MISSOURI’S IMPACT ANALYSES AND OCCUPATIONAL CROSSWALKS**

The auto industry layoffs at Ford Motor Company and Lear Corporation caused significant economic upheaval in the St. Louis region. To be able to effectively respond to this disruption, State and local officials sought to improve their understanding of the impacts at both the regional level and at the worker level. As a result, specialists at the Missouri Economic Research and Information Center (MERIC), the LMI arm of Missouri’s Department of Economic Development, developed a workforce impact analysis and occupational crosswalk briefs to directly support the development of a service response. These tools had their origins in response to the Ford/Lear layoffs and have evolved over time, becoming increasingly refined and automated.

Specifically, MERIC now produces a workforce impact analysis for all layoffs and closings for which a NEG application is prepared. These analyses profile the displaced workforce and project regional economic impacts of the dislocation event; this helps to shape a more focused and customized NEG project. MERIC also produces occupational crosswalk briefs that help workers chart a path to a new job or career. These briefs summarize the KSAs associated with the layoff occupations and identify prospective crossover occupations that utilize similar competencies.

**Workforce Impact Analysis:** The workforce impact analysis is generally initiated by a regional Rapid Response team that notifies MERIC about an anticipated layoff or closing. The analysis combines primary and secondary data inputs as well as geo-spatial mapping to define the affected area. Specifically, the process relies on:

1. *Conducting a survey of impacted workers.* The survey is typically administered by Rapid Response staff and gathers basic demographic characteristics and educational attainment as well as information on immediate plans (e.g., job search, retirement,
returning to school, etc.) and interest in occupational training. To the extent necessary, the survey data may be supplemented with worker information from the union and/or employer.

2. **Synthesizing secondary labor market information.** Published sources of employment and unemployment data are used to profile the regional labor market with respect to levels, rates, and distribution of unemployment. This component of the analysis relies on Unemployment Insurance (UI) claims data and Local Area Unemployment Statistics (BLS). In addition, the analysis examines household income in the affected job market and projected occupational and industry growth over the next ten years.

3. **Assessing laborshed or commute patterns of the unemployed.** MERIC typically relies on the Local Employment Dynamics program of the Census Bureau to map live-work patterns. When actual residence information is provided by the employer, MERIC uses an in-house geographic information system (GIS) to conduct the analysis.

**Products and End Users of the Data.** The workforce impact analysis prepared in response to the Ford/Lear plant closings helped NEG planners and project staff craft a more customized response. By providing a thorough understanding of workers’ skill bases as well as current and projected job openings that drew on those competencies, training and job search decisions could be pursued much more systematically than ever before. Some workers were successfully reemployed in industries that required a similar skill base such as non-automotive manufacturing and construction. Others pursued training to complement their existing skills and sought employment in various professions where there were identified growth opportunities; target occupations included vocational trades (e.g., HVAC, electrical), truck driving, and computer training as well as various health care and related professions including nursing and medical assistanship. The geo-spatial mapping feature also enabled staff in the various One-Stop Career Centers in the region to see where dislocated workers lived so as to better anticipate workload levels. The Ford/Lear impact analysis was also used by the regional Economic Council in its efforts to recruit new businesses and industry to the area by informing prospects of the types of skills readily available among the local workforce including those workers affected by the layoff.

MERIC now has a system in place that can quickly tap relevant data from each of the principal sources for a location being impacted by a dislocation. This allows the workforce impact analysis to be produced in one to three days. The actual reports run five to eight pages and make extensive use of graphs, charts, and GIS-based maps to provide user-friendly data. Obtaining the impact analysis is an item on the Rapid Response team’s checklist of key action steps.

**Occupational Crosswalk Briefs:** In addition to the macro-level analysis of the workforce and regional economy, MERIC also produced a series of occupational crosswalk briefs for
the Ford/Lear workforces. The purpose of these briefs was to further support workers with more concrete information on sectors of the economy that rely on workers with an experience base and skill set similar to theirs. These two-page handouts succinctly summarized the KSAs of the principal occupations among the laid off workforce, such as assembler, tester and painter. Using these briefs, workers were able to identify sectors of the economy that currently employ workers in closely matching job titles as well as the future employment projections for these industries. For example, the “assembler” brief noted that the “non-metallic mineral product manufacturing” and the “grocery and related product wholesalers” were both prominent industries in the greater St. Louis labor market that relied on assemblers in their workforce. Most importantly the briefs contained a list of employers in these sectors that helped to target individuals’ job search. As the tool was refined over time, it also provided specific related occupations that workers could prepare for. These are jobs that draw on a similar core set of KSAs but may require additional training to meet additional job requirements. MERIC now provides crosswalk information online in their Career Exploration Tool. Hard copy crosswalks are only prepared in response to layoffs in which workers may not be experienced in computer use. The crosswalk is developed using four key steps:

1. **Identify impacted job titles.** UI recipients’ former positions are coded to the Standard Occupational Classification (SOC) at the point of application while non-UI recipients are manually coded by front-line staff.

2. **Identify KSAs.** MERIC crosswalks the SOC job title to those in O*Net\(^1\) to identify associated KSAs.

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\(^1\) O*Net is an online database developed by the U.S. Department of Labor (http://online.onetcenter.org) that describes and classifies over 900 occupations based on several hundred attributes from two perspectives: occupational requirements and worker attributes. O*Net details key features of occupations in terms of the required KSAs, how the work is performed, and typical work settings.
3. Identify demand occupations. MERIC relies on industry and occupational projections to determine demand occupations in growth sectors of the economy.

4. Identify prospective employers. Local employers that recruit individuals for the field in which the crossover occupations belong are generated from the “Employer Locater” at http://www.missourieconomy.org/.

Products and End Users of the Data. For each major layoff, MERIC develops an overview that summarizes principal job titles among the impacted workforce and the number of workers in each job. The crosswalk briefs produced for each individual occupation are typically two pages in length and contain the standard array of data summarized in the sidebar on the previous page.

MERIC compiled seven occupational crosswalk briefs intended for use directly by the workers laid off at the Ford-Hazelwood assembly plant. The analyzed occupations were selected based on a variety of factors, including number of workers in an occupation, ability to connect a job title to a corresponding SOC code, and ability to cross-reference an occupation with a poor outlook with an occupation that had a better outlook.

Typically the briefs are given to case managers, and MERIC staff trains them on how to assist workers to use the information in the briefs. Case managers are then able to help workers identify fields that are most viable given skills transferability and demand. This assessment is aided by the assignment of a career grade (e.g., A, B, C) to each occupation for which a brief is produced. The assignment is based on the:

- Absolute number of openings;
- Projected growth rate of each occupation; and
- Degree to which wages are above-average.

In addition to direct use by job seekers and case managers, the data gathered for the briefs are used for labor pool availability reports, which are provided to economic developers and to large incoming businesses. MERIC staff must individually evaluate the costs and prospective benefits of producing these outputs for each major dislocation.

**Maine’s Skills Transferability Analysis**

When Bath Iron Works, a major employer in coastal Maine, laid off its employees in 2004, workforce planners were challenged to identify new employment targets for the dislocated workers. The difficulty was due not only to the decline of similar manufacturing jobs in the region but also to the

**Keys to Maine’s Skills Transferability Analysis**

- Accurate coding of jobs that have been lost
- Current information on regional labor demand
unique job titles of many of the positions at the shipyard. Consequently, staff from Maine’s Center for Workforce Research and Information (CWRI) developed a methodology for skills transferability analysis to better identify the actual skills of the laid off Bath Iron Works employees and the potential for those skills to be utilized in the region’s growth occupations. Skills transferability analysis is a systematic approach to identifying core competencies from a previous job that may be critical to success in a different occupation, which might perhaps even lie in another industry. This type of analysis has now become standard operating practice in Maine as workforce staff utilize skills transferability analysis to more precisely guide the reemployment process. There are two interrelated components to Maine’s approach that are discussed in more detail below:

- **Understanding the supply of workers** by correctly classifying the jobs being lost and identifying the underlying KSAs.
- **Understanding the demand for workers** by conducting a detailed and up-to-date analysis of current and projected job openings in the region.

**Understanding the Supply Side:** The Maine Department of Labor supported the Bath Iron Works NEG as well as subsequent NEG projects by providing a detailed understanding of the core competencies that dislocated workers bring to the job market. This component of the analysis is critical in that it provides an in-depth understanding of the work experience and competencies workers bring to their reemployment challenge. By understanding and directly drawing upon their existing base of knowledge, skills, and abilities, workers can better target their job search strategy, inform their decisions about further training, and ultimately, improve their chances of successful reemployment. This analysis has three basic steps:

1. **Identify and assemble job titles.** The Maine Rapid Response team typically surveys the workforce and gathers information on job titles as well as related information on wage rates and education levels. For cross-checking purposes, these data may be supplemented with additional information from the union or the company. In the Bath Iron Works NEG, Local 6 of the Marine and Shipbuilding Workers union supplied State workforce staff with spreadsheets that contained job titles and wage rates.

2. **Classify or “code” the job titles.** The job titles are then classified and coded using the SOC system. For additional clarification, workforce staff may interview individuals

"Dislocated workers who are able to confidently identify their knowledge, skills, and abilities will be more successful in their job search and career advancement over those who rely on past experience, former job titles, and industry associations."

- Taken from a Maine skills transferability report
about their work in order to be able to correctly code the jobs. In some cases, such as at Bath Iron Works, old job titles must be identified first in the old “Dictionary of Occupational Titles” and then translated into the SOC title using the electronic crosswalk in the SOC.

3. **Cross-walk the SOC job titles to O*Net.** The SOC job titles are cross-walked to O*Net to identify potential alternative occupations for which workers may qualify. The cross-walking is easily accomplished by entering the SOC number into the online O*Net site.

Understanding the supply side is challenging when job titles are not consistent with industry standards or classifications. A simple reliance on job titles may preclude accurate classification of the positions. For example, in the Bath Iron Works case, the LMI analysts found that job titles were often casually labeled (e.g., “5th hand”, “backtender”) or even misleadingly labeled in the workplace (e.g., a marine electrician was not, in fact, an electrician but rather a cable layer). Without additional investigation, a simple reliance on job titles would result in incorrectly identified transferable skills.

To ensure the necessary level of precision and insight, CWRI toured the Bath Iron Works facility prior to the dislocation to observe workers performing job tasks. In addition, they consulted with Bath Iron Works’s Human Resources department and conducted structured interviews with workers in select occupations to better identify and understand job duties needed to properly classify the position.

**Understanding the Demand Side:** Equally important in the successful reemployment of Bath Iron Works workers was an understanding of occupational demand in the affected region. To understand both current and projected demand, Maine uses an array of published secondary data sources that are readily available statewide as well as for local labor markets, including:

- Occupational Employment Statistics (for occupational wages);
- Occupational Employment Projections (statewide and sub-state);
- O*Net (for identifying KSAs for current and projected openings);
- Quarterly Census of Employment and Wages (for industry employment figures);

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**Maine’s Tips for Accurately Coding Jobs**

- **Tap the knowledge of the employer’s Human Resources manager**
- **Hold interviews with laid off workers about their job duties**
- **Conduct tours of the plant to observe what workers actually do**
Growth projections from the largest employers in the region (selectively available from statewide projections data).

The skills transferability analysis is prepared using process discussed above. The critical link between the supply side and demand side is provided by effective use of O*Net, which allows the State labor analysts to assess the extent to which the dislocated workers’ KSAs are transferable to current or emerging job opportunities.

Products and End Users of the Data. The skills transferability analysis generates a report that is typically thirty to fifty pages long. The analysis profiles industries and occupations in the regional labor market that require skill sets related to dislocated workers’ previous positions. Specifically, the report includes:

- A description of the regional labor market;
- A profile of the impacted workforce and its transferable skills base;
- A series of matched occupational profiles that summarize competencies of former job titles and potential crossover occupations; and
- A profile of demand for crossover occupations including wages and projected employment.

The targeted audience for the skills transferability reports is NEG project staff who use the information to design the program intervention and to provide direct counseling to displaced workers. In the case of Bath Iron Works, the methodology helped facilitate State-local coordination in project planning as the CWRI representatives worked with local workforce staff in intelligence-gathering on the layoff occupations and beginning to map identified skills with growth jobs and industries in the region. While ultimately many Bath Iron Works workers were recalled, the analytic methodology that had its roots in this dislocation event has been honed and refined in the years that followed. During this time, skills transferability analyses have been performed for about a dozen major layoffs and closings. The occupational demand data are also used by policy makers in creating priorities for types of training that will be supported. Over time, Maine has also learned that the data are valuable to economic developers in educating potential employers about the skills of the available workforce.

CWRI provides training to One-Stop Career Center staff on using the skills transferability analyses. Once a report is completed, CWRI staff members visit the NEG project location to discuss the report’s findings and potential uses. The training typically addresses such topics as:

1. Occupational coding and distinctions between SOC and O*Net codes;
2. Understanding and interpreting the O*Net occupational profiles;
3. Matching profiles of workers’ previous jobs to potential new occupations; and
4. Addressing of potential limitations of the data.
One of the challenges in producing skills transferability analyses is timeliness. Ideally, reports are completed by the time NEG funds are received so that findings can immediately be put to use. Timely data will expedite planning and enable services to be provided more quickly and efficiently to dislocated workers. The need for a quick turnaround underscores the importance of minimizing time lags often associated with researching layoff occupations. As Maine staff gained experience in producing skills transferability analyses, they created time-saving efficiencies in the process. For example, they developed templates and customized computer programs to reduce preparation time. Another challenge in creating these reports is to convey the data in a form that is readily usable by project staff and counselors. Initially, Maine’s skill transferability reports contained long occupational profiles, but over time, staff learned to streamline presentations and make the information more accessible.

**Oregon’s Job Seeker Data Tools and Usability Analysis**

Oregon has also created effective data tools that support the implementation and operation of NEG activities. The importance of these tools was underscored during the 2005 NEG response to the two major dislocations in the State. The tools were able to support both the technologically adept population displaced at Hewlett-Packard and the more traditional manufacturing workforce at Amalgamated Sugar. Workers from both settings used the information systems to identify and explore options in the high-demand medical field and ultimately pursue employment in that sector.

Oregon has emphasized the development of online sources of labor market data that can be readily accessed by job seekers and local career counselors. While these tools draw on standard data sources and widely available inputs, their accessibility and user-friendliness have uniquely advanced the job search capacity of dislocated workers in the State. Specifically, the Research Division of Oregon’s Employment Department has created four online labor market data tools for job seekers to use:

1. **Occupational Information Center**: This tool enables job seekers to find in one place all available information on an occupation. The reports include such information as projected employment, wages, skills, and education requirements as well as relevant schools and training providers. When the user focuses on an occupation of interest, there is a link to job listings, so that job seekers can immediately see and apply for positions.

2. **Occupation Explorer**: Job seekers can use this tool to find occupations that match their own qualifications and interests as based on factors such as educational requirements, desired wages, employment prospects, etc. The site displays occupations that meet the criteria, and each contains a live link to a full and more detailed report on that job title.
3. **Skill Explorer**: This tool enables users to, in effect, do their own skills transferability analysis by plugging in their own skill set and seeing matching occupations. When a job seeker selects an occupational grouping in a field that matches his/her current work, the site then provides a list of skills associated with that family of jobs. The user then selects those skills pertaining to his/her own qualifications, and the Web site will produce a listing of occupations in other fields for which the job seeker would be qualified. It also displays the percentage of skills matching for each occupation.²

4. **iMatchSkills**: This tool matches job seekers with job listings according to the individual’s skills. Users enter their skill set, and the site displays job listings that match the skills from Oregon’s job bank. All unattached UI claimants are required to be registered with iMatchSkills.

The first three tools integrate occupational projections data, and iMatchSkills focuses on current job openings so that job seekers are continuously able to target high growth jobs and industries as well as current openings.

**Products, End Users of the Data, and the Importance of Training.** The principal users of Oregon’s tools are job seekers and One-Stop Career Center staff, especially case managers. The State has placed considerable emphasis on making sure that these target audiences can easily use the tools. To this end, the Research Division has conducted some 400 training sessions for One-Stop Career Center staff on using the State’s labor market information online services. The training emphasizes helping clients use the tools to:

1. Profile particular occupations of interest;
2. Examine training requirements and potential training resources;
3. Explore the viability of alternative occupational choices by examining local demand; and
4. Identify specific occupations with greatest growth and demand potential.

Displaced workers in both the Hewlett-Packard and Amalgamated Sugar NEG projects benefited considerably from the online tools. Most Hewlett-Packard workers were technically adept—they were mainly technicians or held administrative and managerial positions—and so were very quick to use the online tools to aid their job searches. Using the online tools, Hewlett-Packard workers were able to identify other employers in the State who hired workers with their competency profile and experience. For others who needed to or were motivated to switch careers, the tools were used to assess demand and salary information as part of their decision to pursue others careers, most typically healthcare

² Unlike Maine and Missouri, Oregon does not use O*Net but rather uses its own skills database that predates O*Net and which Oregon updates regularly to reflect new jobs emerging in the State’s economy.
related. The manufacturing workers at the Amalgamated Sugar project, on the other hand, had little experience using computers and benefited from the assistance of Case Managers. Using the tools, a number of Amalgamated Sugar workers also identified growing occupations in the allied health arena and chose to pursue training in those fields.

Oregon places a strong emphasis on the usability of these support resources. The Research Division has devoted significant resources to assuring that the extensive data are converted into tools that are both accessible and easily understandable by job seekers and NEG project counselors. In pursuit of this goal Oregon’s LMI office has hired a Certified Usability Analyst (CUA) to oversee the work of both refining existing tools and evaluating the new tools. The CUA discusses these insights with information technology staff in the Systems Development unit on a regular basis, and the tools are modified accordingly.

REEMPLOYMENT THROUGH NEG PROMISING PRACTICES

The strategic use of labor market data in the preparation and planning of a response to a major dislocation can help to maximize the reemployment potential of dislocated workers. The effective use of labor market data is a crucial component in establishing a level of preparedness to respond to dislocations as well as in the planning and implementation of specific program interventions. Statewide systems to produce and analyze regional labor market data provide a more immediate understanding of the ramifications of the dislocation. This can, in turn, help to jump-start the NEG application and planning process by providing direct input into decisions regarding the investment of training and education resources. From a program implementation perspective, the use of labor market data can also directly support both the enrollment and placement functions. When information on skills transferability is readily available (particularly through online tools), dislocated workers are able to make more informed decisions about their career and training options and better focus their job search efforts.

Transforming Data into Information

- Maine trains program staff in using Skills Analysis information
- Missouri’s Impact Analyses use graphs to effectively and clearly convey data about impacted workers
- Oregon’s Certified Usability Analyst tests all labor market information tools with users before any tool is published
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