Meeting goals

- Review key accomplishments and new initiatives from 2024, including the Governor's Apprenticeship Pledge and the Maryland Business Summit On Engaging the Future Workforce, to identify insights that will guide future efforts.

- Discuss and provide feedback on the career coaching program objectives under the Blueprint for Maryland's Future and the skills-based hiring study to inform the 2025 report to the Governor and General Assembly.

Guide key initiatives and implementation plans for 2025

GWDB

Leadership Report

- 2024 Year in Review
- Governor's Apprenticeship Pledge
- Maryland Business Summit on Engaging the Future Workforce
- Systems Governance Committee Functions/Oversight

State Workforce Plan Strategic Pillars

I. Supercharging key sectors

II. Advancing equity and access

III. Preparing the future workforce

IV. Improving system alignment and accountability

GWDB Committees Launched

Strategic Pillar 1:
Supercharge Key Sectors

Industry Partnerships
Committee

Launched July 2024

Strategic Pillar 2:
Advance Access and Equity

Access and Equity Committee

Launched September 2024

TEDCO Cyber Maryland Partnership & Cybersecurity Talent Strategy

Overview

- **Purpose:** Engage Cybersecurity Sector (per State Workforce Plan Strategic Priority 1 "Supercharging Key Sectors" and top six in-demand priority sectors) to understand how the MD Government can better set the stage to increase employment in cybersecurity

- **Funding:** $250,000 provided by the Lumina Foundation, paired with Fierce Outcomes consulting team

- **Deliverables:** Industry-informed strategic action plan with policy recommendations, by end of year

Key Partners

Progress to date

- >65 stakeholder interviews - employers (small-large, public and private); education and training providers
- Two job seeker and student focus groups
- First rough draft discussed with GWDB Executive Committee and IPC members, TEDCO Cyber MD Board members
- Second draft distributed to key stakeholders to gather feedback, insights, and additional resources

Maryland's 5 Workforce Development Regions and 13 Local Workforce Development Areas

GWDB

5 Regions:

Western - The Western Maryland) Local Area, comprised of Garrett, Allegany, and Washington Counties.

Capital - Three Local Areas: Prince George's, Montgomery and Frederick.

Central - Five Local Areas: Anne Arundel, Mid-Maryland, Baltimore County, Baltimore City, and Susquehanna.

Southern - Southern Maryland Local Area, comprised of Calvert, Saint Mary's, and Charles Counties.

Eastern Shore - The Eastern Shore region is comprised of two Local Areas: Upper Shore and Lower Shore.
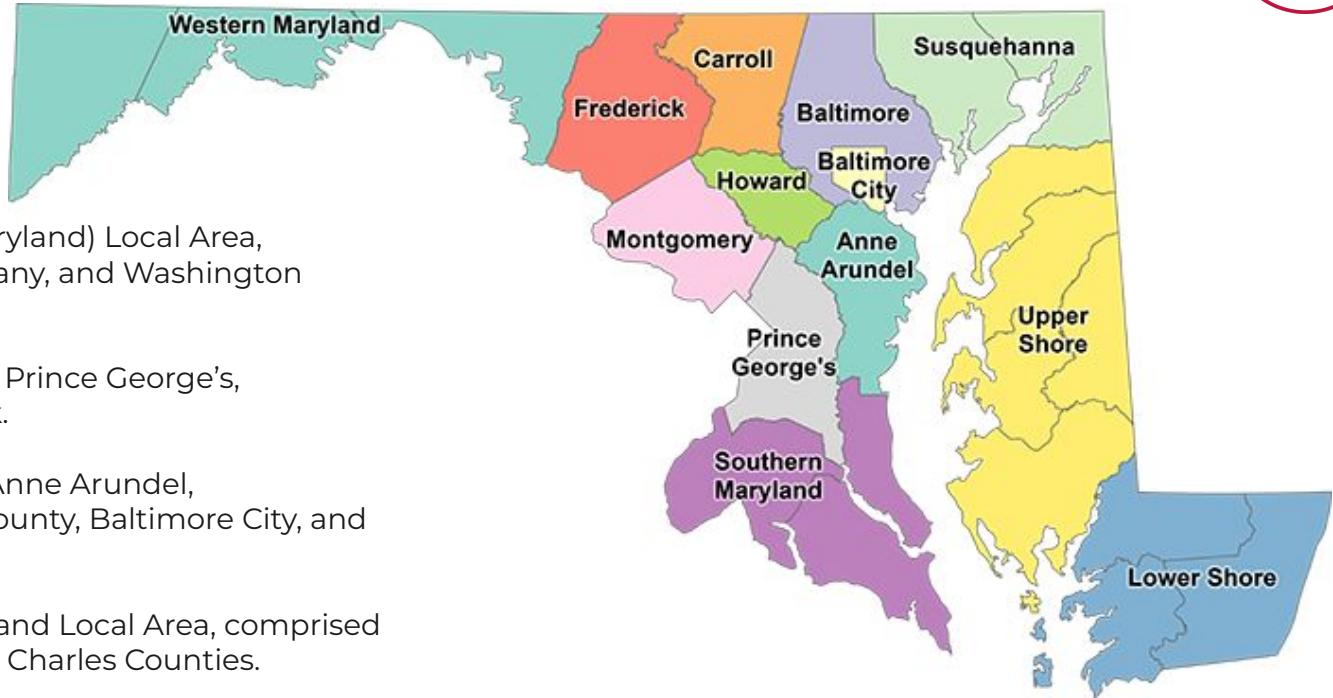
Governor's Apprenticeship Pledge

Purpose

The Governor's Apprenticeship Pledge invites employers from all industries across Maryland to transform their workforce through Registered Apprenticeship, creating a stronger and more inclusive economy.

Goal

- Recruit **500** employers and **5,000** apprentices by next year.
- Add at least 5 public agencies to registered apprenticeship programs

How you can help:

- **Encourage employers to take the pledge** and promote apprenticeship in their industries.
- **Partner with the Maryland Department of Labor** for resources and support to build or expand apprenticeship programs.

Governor's Apprenticeship Pledge

Recap: Maryland Business Summit on Engaging the Future Workforce

GWDB

Event Focus

- The Maryland Business Summit brought together 200 leaders from business, policy, and community sectors to discuss strategies for engaging and empowering the next generation of workers

Success Stories

- Business leaders and panelists shared practical solutions and actionable strategies to address youth workforce challenges. Attendees left with a refreshed perspective on the immense potential and value of young workers, inspired directly by the personal stories shared by the youth themselves

Future Opportunities

- The GWDB team will foster direct connections among businesses, education partners, and workforce development organizations to drive efforts in engaging and supporting the future workforce.

Industry Partnerships Committee

Happening Now

- Launched committee July 2024
- Hosted first meeting September 2024 at the Maryland Chamber of Commerce
- Key Themes From Launch: Leveraging best practices and data-driven strategies to help define the committee's approach toward future projects and initiatives

Membership

Chairs: Alex Austin
Co-Chair: Teaera Strum
Lead Staff: Shuana Davis

Members: John Barber, Michelle Bell, Jennifer Bodensiek, Anessa Cheek, Becca Colangelo, Delali Dzirasa, Kevin Heffner, Larry Letow, Roderick King, Kirk Murray, Carmel Roques, Carey Wright, Mary Keller

Upcoming Priorities

- Developing a Job Quality Framework
- Selecting a Model Approach to Sector Strategies - Local and National Best Practices

Access and Equity Committee

GWDB

- Launched Committee September 2024

- Hosted first meeting November 2024

- Key Themes From Launch: Data Driven Approaches, Actionable Goals and Leveraging Collaboration and Expertise of Committee Members

Membership

Chair: Stacey Herman,
Co-Chair: Dr. Roderick King
Lead Staff: Shuana Davis

Members: Joanne Benson, Jade Gingerich, Ed Rothstein, Sec. Carmel Roques, Marty Schwartz, Carolyn Scruggs, Perketer Tucker, Lauren Gilwee

Upcoming Priorities

- Skills Based Hiring
- Asset Mapping

Systems Governance Committee

Mission

Will provide feedback, general guidance and policy recommendations for aligning education, workforce development, economic development, and higher education systems. In particular, the committee will support the implementation of operational requirements under the Workforce Innovation and Opportunity Act (WIOA) pertaining to the one-stop delivery system, branded nationally as the American Job Center Network. The committee advises, develops, implements, and operationalizes policies that reflect a seamless integrated system.

FY25 Priorities

- Scoping Policy Roles/Responsibilities, which likely include (but are not limited to):
    - Local Workforce Development Board and Area certification
    - American Job Center certification
    - Resource Sharing Agreements for job centers

- Committee Purpose & Strategic Importance
    - Provide Oversight and Accountability
    - Policy Recommendations
    - Monitoring and Compliance

Current US Apprenticeship Programs

AstraZeneca approved as a National Sponsor for Registered Apprenticeship Programs in 2024

US programs (not Maryland)

Maintenance Mechanic (2019)

- Newark, DE
- 4 year program with Hodgson Vocational Tech Adult Education Center
- 3 upskillers complete
- 4 upskillers currently enrolled

Maintenance Technician (2024)

- Coppell, TX
- 2 year program
- 1 apprentice hired

Manufacturing Operator (2025)

- Canovanas, PR
- 18-month program
- 12 upskillers to start Q1

Maryland Programs

QC Laboratory Technician (2024)

- Gaithersburg
- 2 year program
- 1 apprentice hired

Laboratory Associate (2025)

- Gaithersburg
- 3 year program with Montgomery Community College
- Tuition fully funded
- 2 positions open

Future Opportunities

AstraZeneca are piloting Maryland Programs in 2024, with expected expansion over the coming years.

Maryland

- Frederick - Automation, Instrumentation and Calibration (2026)
- Gaithersburg – Lab Scientist (2026) expansion to national program

Outside Maryland

- Durham, NC - Manufacturing Technicians (2025)
- Mount Vernon, IN - Manufacturing Technicians (2026)
- Philadelphia, PA - Maintenance Technicians (2026)

Opportunities to Grow

Agile job codes and standards	Increased recruitment	Simplify program implementation
• Match pace of workforce development needs • Agility to better match employers' job descriptions	• Expand branding to include industries newer to apprenticeship (i.e. life sciences) • Leverage employers' recruitment process to identify talent	• Simplify process to approve education providers (currently 2 years) • Provide central location to access approved educational providers (state and federal) • Partner with other states to align on regulations; currently each state has distinct expectations

Recommend team be formed to prioritize and implement the opportunities

Current US Apprenticeship Programs

AstraZeneca approved as a National Sponsor for Registered Apprenticeship Programs in 2024.

Programs launched in 2024:

Maintenance Technician Apprenticeship – Coppell, Texas

1 x hire December 2024

- During this two-year apprenticeship, Apprentices will receive training in technical infrastructure maintenance, process validation, and improvement. As an Apprentice Maintenance Technician, they may carry out duties such as supporting the installation, maintenance, and repair of equipment, performing cleaning and 5S activities in line with Good Manufacturing Practices (cGMP), and documenting maintenance work orders in our Computerized Maintenance Management System (CMMS).

Manufacturing Operator Apprenticeship – Canóvanas, Puerto Rico

12 x upskillers Q1 2025

- Through this 18-month apprenticeship, Apprentices will receive training in dispensing, formulation, coating, bulk packaging, and inspection manufacturing stages. As a Manufacturing Operator, Apprentices may carry out duties such as operating, cleaning, and assembling/disassembling manufacturing equipment, managing raw materials and intermediates to manufacture our products, and completing documentation requirements prior to, during and after the manufacture of a product.

QC Laboratory Technician Apprenticeship – Gaithersburg, Maryland

1 x hire December 2024

- Through the two-year apprenticeship, Apprentices will receive training in QC standards, routine testing, environmental monitoring, and data entry. As an QC Lab Technician, Apprentices may carry out duties such as performing aseptic sampling for environmental monitoring, preparing solutions and standards with appropriate documentation, and assisting in QC archiving, logbook management, and records retention.

Laboratory Associate- Gaithersburg Maryland
2 x Jan 2025

- Three-year program that partners with Montgomery Community College as the education provider. The apprentice's associate degree will be fully funded by BPD. BPD will provide hands-on training to upskill the apprentice with GMP biotechnology skill sets. The skill obtain will provide a clear growth path within the organzation.

Program used to upskill current employees from 2019, approved for State use:

Maintenance Mechanic – Newark, Delaware

3 x upskillers completed Program

4 x upskillers currently enrolled

- This is a 4 year Program for current Operators who demonstrate mechanical aptitude and have a desire to become a mechanic. Program partners with Hodgson Vo Tech Adult Education Centre where apprentices receive a Journeyperson Certificate on completion, by the Delaware DoL.

Chris Brodzinski   Dawn Brown   J. Galbriaith

Joe Zecca   Nelvin Rivera   Robbie Thompson

Zack Spencer

Newark
THE FASTEST E2E SITE IN PHARMA

Recap: Maryland Business Summit on Engaging the Future Workforce

Event Focus

- The Maryland Business Summit brought together 200 leaders from business, policy, and community sectors to discuss strategies for engaging and empowering the next generation of workers

Success Stories

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Future Opportunities

- The GWDB team will foster direct connections among businesses, education partners, and workforce development organizations to drive efforts in engaging and supporting the future workforce.

About the Academy

The National Academy of Public Administration is an independent, nonprofit, and nonpartisan organization established in 1967 and chartered by Congress in 1984. It provides expert advice to government leaders in building more effective, efficient, accountable, and transparent organizations. To carry out this mission, the Academy draws on the knowledge and experience of its over 1,000 Fellows—including former cabinet officers, Members of Congress, governors, mayors, and state legislators, as well as prominent scholars, career public administrators, and nonprofit and business executives. The Academy helps public institutions address their most critical governance and management challenges through in-depth studies and analyses, advisory services and technical assistance, congressional testimony, forums and conferences, and online stakeholder engagement. Learn more about the Academy and its work at www.NAPAwash.org.

Study Team

Our Understanding of the Requirement

- Assess the current Maryland workforce landscape, focusing on the alignment between educational attainment and employment needs.

- Create, submit, and track data requests in collaboration with GWDB and MDL.

- Conduct qualitative and quantitative data analysis.

- Design and facilitate 3 roundtables with workforce development experts.

- Conduct stakeholder interviews with public and private sector employees.

- Submit a final report with recommendations that serve as a strategic guide for Maryland's workforce initiatives.

Methodology and Connection to the Work

The Academy's Fellowship is made up of nearly 1,000 public administration experts—including former cabinet officers, Members of Congress, governors, mayors, state legislators, prominent scholars, career public administrators, and nonprofit and business executives.

- Much of the Academy's work is requested by government agencies or Congressional committees that seek assistance with a particularly difficult or complex management problem.

- Working with the client, the Academy develops a scope of work and draws from its pool of distinguished Fellows to form a panel with experience relevant to the client's needs.

- The Fellows on the Expert Advisory Group (EAG) will provide advice and guidance throughout the project, providing the high-level expertise and broad experience sought by the State of Maryland along with the study team.

- The Academy's professional study team will ensure that the EAG has the highest-quality research and analysis that reflects the Academy's status as an independent, non-partisan organization with a focus on improving management of government.

- The Academy is connected to this study through its Standing Panels on Public Service and Social Equity, as well as two of its Grand Challenges: Connecting Individuals to Meaningful Work and Modernizing and Reinvigorating the Public Service.

Key Questions as We Move Forward

- What are the roles and responsibilities in this partnership?
- How will you facilitate and ensure our team has access to the necessary data?
- What are you hoping to accomplish through the 3 roundtables (structure, participants, responsibilities)?
- How do you anticipate using the results of this study?
- As we have all acknowledged, there have been contract delays. Therefore, when we have our kickoff, we will have a discussion on the new period of performance.

NATIONAL ACADEMY OF
PUBLIC ADMINISTRATION®

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Connect with the Academy

Career Coaching *Blueprint* Implementation

Career Coaching | Overview

Purpose

The *Blueprint for Maryland's Future* establishes a **new career counseling program** to provide individualized career counseling services to every middle and high school student. Counseling will pertain to student interests and guide students in choosing one or more post-college and career readiness pathways.

Partners

The *Blueprint for Maryland's Future* requires active involvement of multiple partners to design the program with a clear understanding of the local workforce, related needs, and career projections. Partners include: local workforce development boards, community colleges, local businesses and employers, principals and educators, professionals from diverse industries, students and families.

Career Coaching Feedback Process to Date

September - Held focus group meeting of LWDBs, LEAs, and Community Colleges focused on career counseling objectives and definitions

October - Conducted one-on-one meetings with various stakeholders (LEAs, Agency Staff, LWDBs)

November - Conducted second focus group of LWDBs, LEAs and Community Colleges focused on career counseling metrics to be collected
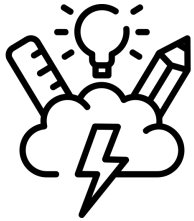
December - Provided online feedback form for LWDBs, LEAs, Community Colleges, CTE Committee members, etc. to provide feedback on draft career counseling metrics

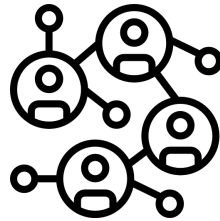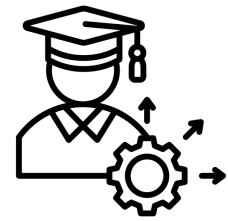# Objectives of Career Coaching for Students

Explore

Guide students' exploration of their strengths, interests, and values to support their post-CCR (College and Career Readiness) Pathway selection

Connect

Connect employers and students to enhance students' understanding of and interest in career options

Empower

Support students in developing and advancing along a six-year plan and for their future beyond graduation

Career Coaching | Implementation

- **Funding** | The state provides funds to county boards who then distribute it. The allocation is $62 per student in FY24 and adjusted for inflation in FY25 and FY26.

- **Collaboration** | The program emphasizes collaboration and requires a formal agreement between the county school board, local workforce development board, community college, and potentially an American Job Center to deliver these services.

- **Reporting** | Local workforce development boards must report on the use and impact of these funds to the Accountability and Implementation Board.

Career Coaching | Program Activities

Career Coaching Can Include:
- Career assessments
- Career exploration
- Goal setting
- Educational guidance
- Decision making
- Support and encouragement
- Monitoring
- Guidance/support on **post-CCR pathways**

**Post-CCR Pathways Can Include:**
- Advanced Placement (AP)
- International Baccalaureate (IB)
- Cambridge Advanced coursework
- Dual Enrollment
- Career and Technical Education (CTE) programs
- High school level apprenticeships

Career Coaching | Evaluation Overview

Overview
- As written in the Blueprint, the CTE Committee will evaluate best practices in career counseling programs and share findings with LEAs, LWDBs, and community colleges.
- To prepare for the evaluation (due December 2025), the CTE Committee is working with partners to **develop metrics and objectives** for this evaluation.
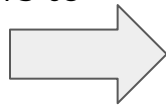
Metric Development Process
- ***Collaboration with state partners*** | Initial objectives and definitions were developed with input from the AIB, MSDE, MWA, and Educator's Cooperative.
- ***Local focus groups*** | LEA, LWDB, and community college partners provided feedback in two focus group sessions.
- ***Broad feedback*** | Input was gathered from state partners, local focus groups, and the Pillar III Advisory Committee.
- ***Public discussion and adoption*** | The GWDB will discuss the metrics at a public meeting before they are adopted by the CTE Committee

Measuring the Effectiveness of Career Coaching

State metrics and guidance will:

✓ Inform career coaches, LEAs, LWDBs, and Community Colleges of critical data to collect, including recommendations on format (e.g., surveys)

✓ Highlight successful outcomes and areas for improvement; allow best practice sharing across the state

✓ Guide check-in conversations between LEAs, LWDBs, and Community Colleges

These metrics will not:

✗ Affect future funding amounts or staffing decisions

*State-funded career coaching is currently provided thru FY26. The funding mechanism for career coaching supports beyond FY26 has not yet been determined.

Types of Metrics to be Collected

GWDB

System

Descriptive metrics (both qualitative and quantitative) that outline the scope of career coaching programs (e.g., funding, hires, descriptions of partner organizations engaged in activities)

Implemen-tation

Metrics focused on the effectiveness of a given career coaching program. Programs must **follow guidelines and best practices** as shared by the AIB and/or GWDB CTE Committee, including:

- Supporting students in the creation of six-year plans
- Effectively guiding students to meet or change plans
- Supporting students in selecting and completing a post-College and Career Readiness ("post-CCR") pathway that is aligned with their career interests

Long-Term Student Outcomes

In the long-term, the effectiveness of any career counseling program will be based on **how much student outcomes have improved due to career counseling**. This will require longer-term measurements outside of AIB annual reports and will not be a factor in the GWDB CTE Committee evaluation in 2025.

Proposed metrics

System

- Planned & actual spending
- Planned & actual hires
- % of coaches completing required trainings
- # of businesses supported by coaching efforts

Implementation

% of students:
- with 6-year plan before high school
- who demonstrate self-awareness
- complete career assessments (before 9th and during HS)
- who participate in career exploration (and # of activities)
- identified post-CCR pathways and post-grad plans

Student Outcomes

- % of students enrolled in one post-CCR pathway
- % of graduates who complete a post-CCR pathway
- *Continued outstanding question on measuring long-term outcomes*

Career Counseling Next Steps

- Gather feedback from GWDB members

- Continue State Agency feedback process

- Present Career Coaching Objectives, Definitions, and Metrics to CTE Committee for review and approval in January 2025

GWDB

Member

Highlights

GWDB

2025 Look Ahead

Driving Action, Policy, and Implementation

Policy and Solution Development

System Governance & Local Partnerships

Leaning Into Accountability

Next Steps

Maryland
GOVERNOR'S WORKFORCE
DEVELOPMENT BOARD

Begin preparing for the May/June 2025 Strategic Planning and Implementation Retreat.

Finalize and distribute the Cybersecurity Talent Strategy and Action Plan

Partner with member agencies to connect pledged businesses to apprenticeship and youth engagement programs

In 2025, The Systems Governance Committee will develop policies to enhance local workforce boards and their partners. We are seeking a Chair and Vice Chair to lead this effort