

# **Report for North Dakota Legislative Council: Interim Workforce Committee**

---

## ***Workforce System Policy and Implementation Options and Recommendations***

**June 2008**

**Prepared by:  
Thomas P. Miller and Associates  
6169 West 300 North  
Greenfield, IN 46140  
(317) 894-5508**

  
**Thomas P. Miller and Associates**  
*Building Assets through Knowledge & Innovation*



## **Table of contents**

Introduction	Pg 3
Solutions from North Dakota: results from the focus groups and the Workforce Congress	Pg 3
Solutions for North Dakota: ideas for policy leadership	Pg 5
Policy suite one: Retain Talent	Pg 5
Policy suite two: Attract Talent	Pg 7
Policy suite three: Incentivize Employer Productivity, Innovation, and Entrepreneurship	Pg 9
Policy suite four: Connect Education and Employers	Pg 12
Policy suite five: Promote Higher Education	Pg 15
Appendix: detailed results from the focus groups	Pg 18

## **Introduction: background of the project**

To help North Dakota's citizens, employers, and legislators take better advantage of the state's strengths, the North Dakota Legislative Council commissioned this report. It describes the lessons from a series of regional workforce focus groups that took place throughout the state in West Fargo, Grand Forks, Dickinson, Minot, and Jamestown. This was followed by a Workforce Congress held at the State Capitol in Bismarck. While North Dakota is a regionally diverse place, the focus group and Workforce Congress participants showed a striking degree of commonality in their views of how to move North Dakota forward. Their recommendations related to desired behavioral changes of employers, employees, schools, and government were concrete and point the way to innovative policy discussions about solutions. This report is at heart a document that contains suggestions which meld the results of the focus groups and Workforce Congress with workforce policy leadership practices from around the country.

## **Solutions from North Dakota: results from the the focus groups and the Workforce Congress**

Focus groups were held at five sites: Dickinson, Grand Forks, Minot, West Fargo, and a special young adults' session in Jamestown.

Participants were asked to make recommendations about desired changes in behavior for four groups: employers, employees, schools, and government. In all, five focus groups resulted in nearly 700 separate suggestions.

At the Workforce Congress, held on April 10, 2008, participants were divided into four groups (employers, employees, schools, and government) and tasked with creating the top three priorities aimed at positive change in North Dakota within each group.

The suggestions from the focus groups and the priorities defined at the Workforce Congress clustered into five policy idea suites. Each suite aims to define a common goal linked to input from North Dakotans with policy options that work to collectively promote positive change in the behavior of employers, employees, schools, and government. Within each suite, direct links to the ideas that emanated from the focus groups and Workforce Congress are shown. This approach led to a number of different insights that could strengthen policy. An issue or solution was frequently described as a needed change for multiple audiences. For example, strengthening knowledge about career options in North Dakota has implications for each audience. Such instances led in large part to the creation of "policy suites" categorized in the following sections, as many of the suggested solutions clustered naturally around several major themes.

The detailed results from all focus groups are included in the appendix.



### three top priorities from the Workforce Congress for each group

#### employers

- (1) tax incentives for employer automation and innovation tied to productivity increases
- (2) employer-sponsored school-to-work initiative to reach out and engage non-college bound youth
- (3) aggressive statewide career awareness initiative

#### employees

- (1) more affordable higher education in North Dakota through low tuition strategies and strategies for tuition reimbursement (without creating new bureaucracies)
- (2) statewide structure for a comprehensive curriculum for career exploration and decision-making
- (3) alignment of educational standards for moving throughout the P-16 system, including promotion of 2-year opportunities and strengthened articulation agreements

#### schools

- (1) higher education funding aligned with growth sectors of the economy
- (2) early career awareness education aimed at parents and children
- (3) rapid response mechanism for "hot needs" of higher education- streamlined "minuteman" process for meeting needs in a timely manner

#### government

- (1) Bank of North Dakota tuition loan program for all demographics (traditional and non-traditional students)
- (2) career advising and training initiative at the community level- involvement of industry leaders, education leaders, and teachers to increase awareness
- (3) leadership in expanding timeframes of existing, successful pilot programs that are already in place in North Dakota

### five policy idea suites that resulted from the Workforce Congress and focus groups

- (1) Retain Talent
- (2) Attract Talent
- (3) Incentivize Employer Productivity, Innovation & Entrepreneurship
- (4) Connect Education & Employers
- (5) Promote Higher Education



## Solutions for North Dakota: ideas for policy leadership

### Policy idea suite one: Retain Talent

*Policy objective: Retain more of our student talent and incumbent worker talent in the state – particularly in key business sectors.*

recommendations from the focus groups related to this policy idea suite			
employers, employees, & schools		government	
better career information	87	create individual talent retention incentives	18
work ethic	77	state reimbursement for higher education -	
more education & training	50	tied to living/working in the state	10
market job opportunities	16	improve career information	8
interning/externing/mentoring	23	create individual talent development incentives	7
education & training-vocational	20	create broad talent retention strategy	3
more generally creative retention	12	induce interning/externing/mentoring	4
more education & training-communication	4	improve user friendliness of job matching site	1
more education & training-STEM	3	total instances of recommendation =	51
total instances of recommendation =	292		

priorities from the Workforce Congress
Bank of North Dakota tuition loan program for all demographics – traditional and non-traditional students (Government Change Group)
employer-sponsored school-to-work initiative to reach out and engage non-college bound youth (Employer Change Group)
statewide structure for a comprehensive curriculum for career exploration and decision-making (Employee Change Group)
leadership in expanding timeframes and scope of existing successful programs, such as Operation Intern (Government Change Group)

### Retain Talent North Dakota (RTND)

Target: employees

Description: Retain Talent North Dakota (RTND) offers a tax credit each year for up to ten years to help battle student loan debt for North Dakota's college graduates, with a maximum credit of \$5,000 per year. The only stipulations are that the student must have graduated from a North Dakota University System institution, work in the state, and remain a resident while claiming the tax credit.

Source: Adapted from Opportunity Maine, a similar program passed in the Maine State House in June 2007.



### **New North Dakota Scholars**

Target: employees

Description: The New North Dakota Scholars program would provide annual stipends to outstanding North Dakota high school graduates who attend any North Dakota University System institution and agree to work in the state for at least five years after graduation. Students who leave the state would have to repay the stipend to the state.

Source: Adopted from the Hoosier Hope Scholarship Program proposed by Indiana Governor Mitch Daniels.

### **Eight and One Hundred**

Target: employees

Description: Graduates of North Dakota University System institutions who live and work in the state after graduation have the opportunity to be refunded 100% of their tuition over an eight-year period. Payment would occur incrementally. Ten percent of total tuition costs would be repaid within two years, 30% within four years, 60% within six years, and 100% after eight years. Graduates of other North Dakota colleges or universities will be eligible for the program up to the amount associated with a comparable North Dakota University System institution's tuition.

Source: Concept from the "Big Bang" proposal in Wisconsin to pay for college expenses if resident stayed for ten years.

### **North Dakota INTERNnet**

Target: employees

Description: North Dakota INTERNnet is an online internship-matching program that links North Dakota employers, students, and colleges and universities. Through the North Dakota INTERNnet website, students can search for internship opportunities in a variety of fields and industries throughout the state. The relationship works in the other direction as well; students can also post resumes that employers can review and search. The system is free of charge to users. The North Dakota INTERNnet website is also a how-to resource about numerous skills needed by young workers: interview techniques, career fair preparation, the first day on-the-job, prospective employer research, communication with supervisors, project management, and other subjects.

Source: Adopted from Indiana INTERNnet



**priority recommendations for policy suite one**

**immediate-term**

more broadly scaled and aggressively marketed Operation Intern through increased public and private support  
tax credits for college graduates who remain and work in North Dakota

**longer-term**

structure for tuition reimbursement for identified high priority skills gaps



## Policy idea suite two: Attract Talent

*Policy objective: Target key talent for attraction to North Dakota (or back to North Dakota).*

recommendations from the focus groups related to this policy idea suite			
employers, employees, & schools		government	
better career information	87	create individual talent attraction incentives	24
work-life balance & atmosphere	34	create broad talent attraction strategy	16
school & business partnerships	33	improve career information	8
market job opportunities	24	increase fiscal support of education	8
better benefits	19	support work benefits	3
more generally creative hiring	14	promote school & business partnerships	3
more out-of-state or immigrant hiring	16	create broad talent retention strategy	3
more targeted creative hiring	4		
employer provided day-care & housing	2	total instances of recommendation =	65
total instances of recommendation =	233		

priorities from the Workforce Congress
aggressive statewide career awareness initiative – inside and outside the state (Employer Change Group)
more affordable higher education in North Dakota through low tuition and strategies for tuition reimbursement – to attract outsiders to state (Employee Change Group)
leadership in expanding timeframes and scope of existing successful programs – such as ambassador program to other states (Government Change Group)

## Targeted Talent Relocation Incentive

Target: employees

Description: Any out-of-state worker who comes to North Dakota to work in a defined target industry sector(s) would not have to pay income taxes for the first three years of their employment. Their company of employment would not be required to match any of those income taxes for payroll tax purposes.

Source: Hank Stringer and Rusty Rueff of Talent Partners.



### **North Dakota Homesteader Tuition Buyback**

Target: employees

Description: Holders of a college degree or industry-recognized credential shall be eligible for a stipend related to costs incurred for tuition if they relocate to North Dakota. Ten percent of total tuition costs would be repaid within three years, 30% within six years, 60% within nine years, and 100% after 12 years of residence in North Dakota, during each of which a beneficiary must have been a full-time worker for at least 36 weeks of each year. The amount of stipend available is capped to the total costs associated with an equivalent degree or certificate from a public North Dakota postsecondary institution during the relevant time period.

Source: Extension of "Eight and One Hundred" program.

### **Employer-Provided Childcare Tax Credit**

Target: employers

Description: The State of North Dakota will allow a share of costs associated with employer-provided childcare to be deducted from the entity's tax liability. This credit can be applied to either on-site childcare or support for off-site childcare that is offered as an employee benefit. The program would consider after-school programs, including after school extra-curricular activities that begin within 30 minutes of the school day's end, as child-care.

Source: Adapted from the Oregon Dependent Care Tax Credit.

### **(North) Dakota Roots**

Target: employers, employees

Description: Dakota Roots will be a job search website that will match participants with career openings available from leading businesses in innovative career clusters in North Dakota. Participants will be notified when openings are appropriate to their skill sets. If interested, the participants can pursue the openings directly with the business.

Source: Dakota Roots website, State of South Dakota.

#### **priority recommendations for policy suite two**

##### **immediate-term**

targeting of out-of-state talent with ties to North Dakota that includes a special website and aggressive and timely catch-and-referral mechanism  
waiver of state income tax for high-priority talent attracted to the state

##### **longer-term**

structure for tuition reimbursement for identified high priority skills gaps

### Policy idea suite three: Incentivize Employer Productivity, Innovation, and Entrepreneurship

*Policy objective: Accelerate employer adoption of new technologies resulting in an increase in the number of high-skill jobs.*

recommendations from the focus groups related to this policy idea suite			
employers, employees, & schools		government	
more education & training	50	enhance adult/vocational education	16
school & business partnerships	33	support regional/local solutions	8
community engagement	21	support economic development	7
more education & training-vocational	20	promote innovation	6
higher wages	18	make policymaking more inclusive	6
investment for innovation	17	increase awareness of state programs	6
labor market understanding	5	be more future oriented	3
total instances of recommendation =	164	promote school & business partnerships	3
		increase data availability/use	2
		total instances of recommendation =	57

#### priorities from the Workforce Congress

tax incentives for employer automation and innovation tied to productivity increases (Employer Change Group)

leadership in expanding timeframes of and scope of existing, successful programs – changing scope of current Department of Commerce programs (Government Change Group)

### Encouraging Automation Loan Program

Target: employers

Description: To encourage North Dakota companies to transform processes and adopt leading edge technologies that will increase productivity and competitiveness, the state will provide a low interest loan to cover 10% of the cost of a project (maximum of \$2.5 million) that creates employment opportunities for high skilled jobs. Interest on the loan will be forgiven for projects that create/retain 100 or more high-wage, skilled positions over five years.

Source: Adapted from Government of Ontario, Canada program.



### **Automation Investment Tax Credit**

Target: employers

Description: This tax credit encourages the expansion of existing operations through technology upgrades of machinery and equipment. The program also offers a corporate franchise or state income tax credit for a manufacturer that purchases new machinery and equipment. This credit only applies to machinery and equipment that is located in North Dakota and is used in the production or assembly of manufactured goods. A manufacturer can receive a 7.5 percent tax credit on investments in excess of the three-year annual average investment on machinery and equipment.

Source: Ohio Manufacturing Machinery & Equipment Investment Tax Credit.

### **Prairie Innovation Zone Program**

Target: employers, employees, and schools

Description: The Prairie Innovation Zone Program is intended to renew and focus North Dakota's commitment to creating new technologies and new entrepreneurs by using the North Dakota University System to deliver economic development opportunities throughout the state. Partnerships will be formed by a combination of institutions of higher education, private businesses, business support organizations, commercial lending institutions, venture capital networks and angel investors, and foundations. Each zone will be required to include participation from these types of partners in creating and executing of the zone plan, including the establishment of objectives, goals, and benchmarks, as well as identification of leveraged resources. These partnerships will choose an organization to serve as Zone Coordinator, which will be the administrative and program development agent for the initiative.

Source: Adapted from Keystone Innovation Zone (KIZ) Program, Pennsylvania Department of Community and Economic Development.



## **North Dakota Regional Renewal Initiative**

**Target:** employers, employees, and government

**Description:** The State of North Dakota will commission a study that extends its understanding of regional cluster-based economies. Such a study will identify clear instances of cluster dynamics occurring in North Dakota. An “instance” shall refer to cluster activity that is presently strong relative to the nation, formerly strong but losing competitiveness for non-structural reasons, or presently weak but gaining competitiveness. The analysis must include a map that shows the location of firms within the cluster, as well as make recommendations for the strategic importance of clusters that were formerly strong but are losing competitiveness. The analysis should account for economies outside North Dakota that affect North Dakota regions for reasons of geographic proximity. Once the study is complete, firms and entrepreneurs within industries that are part of an identified regional cluster shall be eligible for special tax incentives. For existing businesses, innovation and training incentives, as well as capital expansion tax abatements, shall be increased to a level determined by additional fiscal analysis. For entrepreneurs, innovation, training, and tax incentives shall be increased to a level determined by additional fiscal analysis.

**Source:** Adapted from a forthcoming study by the Washington State Workforce Board with policy extensions.

### **priority recommendations for policy suite three**

#### **immediate-term**

Technology Investment Tax Credit and Low Interest Loan Program to encourage employer technology investments  
study that identifies key regional business clusters and associated investment priorities for increased productivity

#### **longer-term**

Prairie Innovation Zone structure for ongoing business-education collaborations for innovation, research, and technology transfer



## Policy idea suite four: Connect Education and Employers

*Policy objective: Create increased responsiveness of the state's education system to the rapidly-changing needs for our employers.*

recommendations from the focus groups related to this policy idea suite			
<u>employers, employees, &amp; schools</u>		<u>government</u>	
better career information	87	create broad talent attraction strategy	16
work ethic	77	enhance adult/vocational education	16
more education & training	50	improve career information	8
school & business partnerships	33	support regional/local solutions	8
market job opportunities	24	create individual talent development incentives	7
interning/externing/mentoring	23	support economic development	7
education & training-vocational	20	make policymaking more inclusive	6
community engagement	21	increase workforce development resources	4
education pipeline efficiency	18	be more future oriented	3
labor market understanding	5	promote school & business partnerships	3
total instances of recommendation =	358	create broad talent retention strategy	3
		change education funding structure	2
		increase data availability/use	2
		government serving as model employer	2
		reform curriculum	1
		create team of career specialists to travel state	1
		address disconnect between employers/employees	1
		increase education rigor	1
		total instances of recommendation =	91

### priorities from the Workforce Congress

- early career awareness education aimed at parents and children (Schools Change Group)
- career advising and training initiative at the community level- involvement of industry leaders, education leaders, and teachers to increase awareness (Government Change Group)
- rapid response mechanism for "hot needs" of higher education- streamlined "minuteman" process for meeting needs in a timely manner (Schools Change Group)
- higher education funding aligned with growth sectors of the economy (Schools Change Group)
- aggressive statewide career awareness initiative – inside and outside the state (Employer Change Group)

## Work Ethic Certification Program

Target: employees

Description: The State of North Dakota will award a Work Ethic Certificate to eligible high school students who have met established, points-based criteria. The certificate will serve as validation to employers that those students possessing this credential have successfully displayed strong work habits that will foster success in higher education and the workplace.

Source: Indiana Department of Workforce Development "Work Ethic Certificate Program."



### **Personal Pathways to Success in North Dakota**

Target: schools

Description: The program requires that all students declare a career major in one of 16 career clusters of study. In the eighth grade, students and their parents or guardians sit down with counselors and create individual graduation plans that lay out their personal education and career strategies. To effectively implement Personal Pathways to Success, North Dakota high schools will be mandated to hire more guidance counselors to achieve a ratio of one counselor for every 300 students, and counselors specializing in career guidance will help students plan their educations. Students at risk for dropping out will be identified early and models will be developed to help these students graduate.

Source: Adapted from the South Carolina Education and Economic Development Act (EEDA).

### **STEM Core 40 Diploma**

Target: employees, schools

Description: The Core 40 Diploma consists of a balanced sequence of academically rigorous high school courses focused on science, technology, engineering, and mathematics (STEM) and electives that include world languages, career/technical, and fine arts. The coursework is designed to better prepare students for college and/or the workplace and is more rigorous than a traditional diploma. The North Dakota University System four-year institutions will require students to have a STEM Core 40 Diploma for admissions.

Source: Indiana Department of Education Core 40 Program.

### **Industry Hubs of Excellence**

Target: employers, schools

Description: Each Industry Hub of Excellence will be focused on a targeted industry cluster that drives the state's economy and will be strengthened with fast, flexible, quality education and training programs offered through local higher education institutions. The focus of hubs will be based upon the local industry in the area. For example, Williston, ND could be the Hub for Oil Exploration within certification programs available at Williston State College in petroleum technician and oil rig technician.

Source: State of Washington Centers of Excellence.

### **Minuteman Mechanism for Educational Funding**

Target: employers, employees

Description: This program is focused on identifying and alleviating projected shortages in critical occupations and skill sets in high-wage North Dakota industries. The program will instill a lasting, demand-driven approach to workforce development at the regional and state levels. Defined regions in North Dakota will identify occupation and skill shortages, determine the root causes of the shortages, and develop solutions that are directly tied to the root causes through a scheduled systematic reporting process. There are two central goals of the program: (1) to provide timely workforce education through a streamlined system that utilizes the state's higher education institutions and (2) to tighten the links between workforce development and industry.

Source: adapted from Strategic Skills Initiative (SSI) in Indiana.

### **The North Dakota Industrial Excellence Partnership**

Target: employers

Description: The State of North Dakota will provide seed money to create a new Industrial Excellence Partnership. The Excellence Partnership will serve as an umbrella organization for new non-profit organizations that represent world-class expertise in the economic and workforce development needs of industry clusters that are critical to North Dakota's prosperity. Constituent organizations will form strong relationships with North Dakota's postsecondary system, including representation on boards of directors by postsecondary administration officials.

Source: Modeled after the Central Indiana Corporate Partnership.

### **STEM-ing Success Internship Program**

Target: employers

Description: To support the development of internship opportunities for science, engineering, and technology students, the State of North Dakota will financially encourage employers in related fields to develop innovative programs that equip students with work-ready skills. Employers will be required to apply for funding via a 3-year plan for the internship program that describes objectives, defined tasks/job description(s), budget, and evaluation procedures. Applications will be reviewed and successful programs will be awarded a 1:1 match of dollars requested, up to \$10,000.

Source: Adapted from the Smart Skills University Internships Program (Queensland, Australia).



## Customer-Driven MBA Program

Target: employers

Description: The North Dakota University System will develop a Customer-Driven MBA program to emphasize specific industry needs. In addition to the skills acquired through the core curriculum, the student will be given the opportunity to choose a specific industry track that he/she would like to pursue professionally. 12 credit hours of curriculum will be developed with input from top companies in targeted sectors to create an educational pathway that is unique to the needs of specific industries. Students in the program will partner with a company during inter-semester assistantships and be guaranteed a minimum 2-year commitment of full-time employment from the company.

Source: Adapted from the University of Memphis' Customer-Driven MBA program.

### priority recommendations for policy suite four

#### immediate-term

"Work Ready" work ethic certification for high school students as defined by employers

"fast track" approval process for new courses and curricula tied to emerging employer needs

expanded statewide internship program that prioritizes STEM disciplines

#### longer-term

core curriculum for high school graduates tied to employer demand – expanded to related idea of "core tech" curriculum for higher education

work ethic certification in high school connected to broader framework for career track identification and resume building – include high school internships, community service, and other opportunities that expose students to the meaning of working and living in North Dakota

social network-based models to create grass-roots engagement of diverse groups in North Dakota regions

### Policy idea suite five: Promote Higher Education

*Policy objective: Increase the number of our citizens engaged in higher education, and achieving higher education credentials.*

recommendations from the focus groups related to this policy idea suite			
employers, employees, & schools		government	
more education & training	50	create individual talent retention incentives	18
education & training-vocational	20	enhance adult/vocational education	16
better benefits	18	create individual talent development incentives	7
education pipeline efficiency	18	support work benefits	3
improve guidance to high school students	8	create broad talent retention strategy	3
total instances of recommendation =	114	school consolidation	2
		better teacher pay	2
		student loans through Bank of North Dakota	1
		reform curriculum	1
		total instances of recommendation =	53

### priorities from the Workforce Congress

- more affordable higher education in North Dakota through low tuition and strategies for tuition reimbursement – without creating new bureaucracies (Employee Change Group)
- alignment of education standards for moving throughout the P-16 system, including promotion of 2-year opportunities and strengthened articulation agreements (Employee Change Group)
- higher education funding aligned with growth sectors of the economy (Schools Change Group)

### Growing Grads in North Dakota

Target: employees

Description: North Dakota will provide a \$4,000 stipend to high school graduates for successfully completing two years of postsecondary education. Students must enroll at a North Dakota University System institution, complete requirements within 4 years, and maintain a minimum GPA during that time frame.

Source: Adapted from the Michigan Promise program signed into law by Michigan Governor Jennifer Granholm in December 2006.



### **Lifetime Education Account**

Target: employers, employees

Description: The State of North Dakota will recognize a Lifetime Education Account as a portable account to be used by individuals for education and training expenses. The accounts will be owned by workers but will be a result of contributions from both employees and participating employers. An employee's contribution will be tax deductible and distributions from the fund will not count as income in a North Dakota individual tax return. In addition, the contribution of employers to an employees fund will be tax deductible.

Source: Adapted from the Lifelong Learning Accounts Act of 2007.

### **Seniors to Sophomores**

Target: employees, schools

Description: Seniors to Sophomores allows high school seniors who meet academic standards to take college-level courses that will be transferable to public colleges and universities in the North Dakota University System. Students who elect to take a full load of college courses in their senior year will be able to enter college on a second-year level, or as college sophomores. Tuition for the year will be free.

Source: University System of Ohio "Seniors to Sophomores Initiative."

### **North Dakota Vocational Scholarship Program**

Target: employees

Description: The State of North Dakota will provide scholarships for full tuition support to a public North Dakota institution (or the equivalent of public tuition at a North Dakota private institution) to qualified high school or GED diploma holders for vocational or technical education. Tuition support will only be given for students in an industry-recognized credential or an associate's degree program. Criteria for scholarship selection will include a student's high school and/or college performance, work experience, and the degree to which their intended program serves a high wage/high demand occupation.

Source: Extension of Washington Award for Vocational Excellence.

#### **priority recommendations for policy suite five**

##### **immediate-term**

stipend for students to complete 2-year, post-secondary "core tech" curriculum

tax credit structure for state residents who pursue higher education in state universities (as mentioned in earlier section)

##### **longer-term**

structure for Lifetime Education Accounts

"Seniors to Sophomores" program tied directly to established core high school standards and post-secondary "core tech" standards

## Appendix: detailed results from the focus groups

Number of times a recommendation was mentioned

	<u>employers</u>	<u>employees</u>	<u>schools</u>
better career information	11	14	62
work ethic		69	8
more education & training	16	19	15
employer/employee dialogue	13	21	
work-life balance & atmosphere	24	10	
school & business partnerships	18		15
market job opportunities	9	7	8
interning/externing/mentoring	10	3	10
flexible scheduling	16	1	4
community engagement	7	3	11
education & training - vocational	1	2	17
better benefits	17		2
higher wages	16	2	
education pipeline efficiency			18
investment for innovation	12	1	4
more generally creative hiring	14		
more generally creative retention	8	4	
diversity	8	1	1
more out-of-state or immigrant hiring		4	4
improve schools' career & college guidance			8
sensitivity to age issues	5		1
labor market understanding	5		
more targeted creative hiring	4		
more education & training - communication	1	1	2
more education & training - STEM			3
job sharing	2		
employer provided daycare & housing	2		
market individual company	2		
travel		1	



	<u>government</u>
create individual talent attraction incentives	24
create individual talent retention incentives	18
create broad talent attraction strategy	16
enhance adult/vocational education	16
increase government efficiency	10
reimbursement for higher education for in-state work/living	10
improve career information	8
increase fiscal support of education	8
support regional/local solutions	8
create individual talent development incentives	7
incentivize economic development in rural areas	7
support economic development	7
promote innovation	6
make policymaking more inclusive	6
increase awareness of state programs	6
induce interning/externing/mentoring	4
increase workforce development resources	4
make public officials more accountable	4
improve public official wages	4
change function of legislature	3
support work benefits	3
be more future oriented	3
promote school & business partnerships	3
create broad talent retention strategy	3
reduce taxes	3
increase data availability/use	2
change education funding structure	2
promote diversity	2
change function of school boards	2
greater efficiency through school consolidation	2
government as model employer	2
create team of career specialists to travel state	1
address disconnect between employers and employee pool	1
improve user-friendliness of state job matching website	1
Use Bank of North Dakota to provide discounted student loans	1
reduce social benefits	1
reform curriculum	1
collapse education sequencing	1
increase education rigor	1
mandate education/training benefits	1
partner with private sector	1

government (cont.)

seek federal waivers	1
build/support infrastructure	1
change politics	1
alter teacher certification rules	1
alter retirement behavior	1
reduce substance abuse	1