



Secretary of Labor's Quarterly Progress Report on the Transition of Workforce Programs to the Governor of Virginia and the General Assembly

**STAKEHOLDER ADVISORY GROUP OUTCOMES, TRANSITION
PROGRESS, AND CURRENT AND EXPECTED TRANSITION COSTS
AS OF NOVEMBER 30, 2023**

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Background: Stakeholder Advisory Group

Enabling Legislation

The Stakeholder Advisory Group was established by the Virginia Acts of Assembly – 2023 Session Chapter 624:

That the Secretary of Labor (the Secretary) shall convene a stakeholder work group consisting of two members of the House of Delegates appointed by the Speaker of the House of Delegates, two members of the Senate of Virginia appointed by the Senate Committee on Rules, representatives from the agencies affected by the transfer of programs pursuant to this act, local workforce boards, the business community, and labor organizations, and any other representatives deemed appropriate by the Secretary, for the purpose of advising the Secretary during the program transition period from July 1, 2023, through September 30, 2024. The Secretary shall provide a progress report on the outcomes of the work group, the progress of the transition, the current and expected costs of transition, and the expected ongoing operational costs of the Department quarterly to the Governor and the General Assembly.

On July 1, 2023, the Virginia Department of Workforce Development and Advancement (DWDA) was created, which also necessitated the development of the Stakeholder Advisory Group, whose purpose and objectives are as follows:

Meetings

The Stakeholder Advisory Group will meet for a total of eight bi-monthly convenings, with each meeting will be approximately two hours. They are held in-person at the Patrick Henry Building, with a virtual option after the adoption of a virtual meeting policy. Members can invite representatives to attend, but they are not recognized as “official” members of the group.

Key Responsibilities

- a. Advise the Secretary during the program transition period from July 1, 2023, through September 30, 2024.
- b. Remain informed on transition updates as provided by the Secretary.
- c. Review quarterly Progress Reports:
 - a. Progress Report 1 (Oct. 2023)
 - b. Progress Report 2 (Jan. 2024)
 - c. Progress Report 3 (Apr. 2024)
 - d. Progress Report 4 (Jul. 2024)
 - e. Progress Report 5 (Sept. 2024)

Membership

The Stakeholder Advisory Group Membership was developed in accordance with the enabling legislation. A large group of stakeholders was surveyed regarding their interest in participating in the workgroup and its meetings, and the positive responses are in the table below. Work group members were also surveyed regarding the timing of the meetings, which resulted in the eight bi-monthly meetings reported above.¹

Organization	First	Last
Secretary of Labor (Chair)	Bryan	Slater
IBEW Local 50	John	Albert
Virginia Hospital and Healthcare Association	Sharon	Alexander
Senate of Virginia	George	Barker
Virginia Poultry Association	Hobey	Bauhan
Newport News Shipbuilding/HII	Xavier	Beale
Virginia Trucking Association	Dale	Bennett
State Council of Higher Education in Virginia	Peter	Blake
Virginia Beer Wholesalers Association	Phil	Boykin
Roanoke Blacksburg Technology Council	Erin	Burcham
Northern Virginia Chamber of Commerce	Julie	Coons
Newport News Shipbuilding/HII	Tom	Cosgrove
Virginia Business Higher Education Council	Kirk	Cox
Community College Workforce Alliance	Elizabeth	Creamer
AFL-CIO	Doris	Crouse-Mays
Capital Region Workforce Development Board	Brian	Davis
Associated Builder & Contractors	Patrick	Dean
AWAMPro	Lisa	Disselkamp
ECPI	Mark	Dreyfus
GO Virginia	Sara	Dunnigan
McGuireWoods Consulting	Jim	Dyke
Senate of Virginia	Adam	Ebbin
Southern Virginia Regional Alliance	Jamie	Gillespie
Virginia Assisted Living Association	Judy	Hackler
National Federation of Independent Business	Julia	Hammond
Claude Moore Charitable Foundation	Bill	Hazel
George Mason University	Megan	Healy
Kaleo	Mark	Herzog
New River/Mount Rogers Workforce Development Board	Marty	Holiday

¹ Links to the meeting materials, including minutes, agendas, and presentations can be found on the “Workforce Transition” page of the Secretary of Labor’s website: <https://www.labor.virginia.gov/workforce-transition/>

Virginia Board of Workforce Development	Lane	Hopkins
Virginia Department of Health Professions	Jim	Jenkins
Citizen	Bill	Leighty
The Apprentice School	Latitia	McCane
Greater Washington Board of Trade	Jack	McDougle
Virginia office of Education Economics	Heather	McKay
Virginia Board of Workforce Development	Jim	Monroe
University of Lynchburg/Council of Independent Colleges	Alison	Morrison-Shetlar
Virginia Department of Labor and Industry	Gary	Pan
Virginia State Building & Construction Trades Council	Jason	Parker
Virginia Economic Development Partnership	Nicole	Riley
Associated General Contractors	Brandon	Robinson
Virginia Department of Workforce Development and Advancement (Previously with the Virginia Employment Commission)	Carrie	Roth
Senate of Virginia	Frank	Ruff
House of Delegates	Don	Scott
UA Local 5 Plumbers and Gasfitters	James "Lou"	Spencer
Virginia Community College System	Randall	Stamper
Virginia Asian Chamber of Commerce	My Lan	Tran
Reed Smith LLP/VBHEC	Dennis	Treacy
Virginia Manufacturers Association	Brett	Vassey
House of Delegates	Wendell	Walker
Virginia Chamber of Commerce	Emily	Webb
House of Delegates	Michael	Webert
Virginia Department of Education	Anthony	Williams
Deputy Secretary of Health and Human Resources	James	Williams
Virginia Hispanic Chamber of Commerce	Michel	Zajur

Outcomes of the Workgroup

July 2023 Meeting

The first meeting of the Stakeholder Advisory Group occurred on Tuesday, July 25, from 1 to 3 p.m. Meeting minutes, agenda, attendance, and other information can be found on the Secretary of Labor's Workforce Transition website: <https://www.labor.virginia.gov/workforce-transition/>.

Outcomes

Stakeholder Advisory Meeting on July 25, 2023:

- Virtual meeting policy was adopted by the workgroup.

- Transition updates provided:
 - Monthly town hall meetings, focus groups, and a monthly newsletter have begun to engage transitioning staff
 - Program transition schedule was reviewed, highlighting goal of producing the best possible transition experience and continuous improvement and clear communications throughout the process
 - Transition will impact about 400 staff, with about 90% from the VEC
- Additional discussion highlights and recommendations:
 - Group members shared broader workforce development suggestions and opportunities, including:
 - Streamlining processes for employers and the public to submit and receive background checks and employment certifications, registrations, etc.
 - The state needs a friendly to use and easy to navigate intake database at the one stop centers or any direct client points of contacts.
 - Establishing a better job seekers preparation program for job seekers.
 - The state to adopt a more aggressive approach in promoting federally-funded training programs as available options for career seekers so they can transition to a better career path.
 - The state to find ways to shorten the waiting period time length for a job seeker to attain the training program(s) they are suited for so they will not miss a training start date - graduation date, resulting in quicker return to employment.
 - VOEE is working with interested parties and stakeholders that will use the list of top jobs for federal and state policy.

Stakeholder Advisory Meeting on September 29, 2023:

- Transition updates provided:
 - Highlighted agency organizational design and updates from each of the transition workstreams, including operations, data, technology, and analytics, and culture and change management.
 - Director Roth shared that recruitment is being conducted for two positions: agency CIO and Virginia Board of Workforce Development Executive Director.
 - Shared functional transition timeline from October 2023 through March 2024. Team has emphasis on clear, consistent, and transparent communication where all transitioning employees are consistently provided information. Agency Transition Workstreams meet weekly with Secretary of Labor and staff.
 - An update was provided on the transition of staff to the new agency – including the transition of the EIA team to the new agency on October 2 - as well as the efforts of the various workstreams supporting the startup of the new agency.
- Additional discussion highlights and recommendations:

- Group members had the opportunity to meet the DWDA leadership: Carrie Roth, Director; Angela Kelly-Wiecek, Chief Deputy Director; and Kathy Byron, Deputy Director for External Affairs.
- Group members were asked to visit their local workforce center, speak to the staff, the leadership. A survey was provided to share their experience and provide input with results to be shared at future meetings.

Stakeholder Advisory Meeting on November 29, 2023:

- Introduced Nicole Overley as the new Deputy Secretary of Labor for Workforce Development
- Transition updates provided:
 - Highlighted the early transition of Registered Apprenticeship team, and upcoming acceleration of the transition of the WIOA Title I team from VCCS to January (originally scheduled for March) during the same week as the remainder of the VEC team. All team members functionally transitioning to the new agency will be complete by January 16, 2024, two months ahead of schedule.
 - Provided overview of accomplishments across fourteen transition workstreams, working to facilitate a streamlined transition of employees, technology, and processes. The following are a few key accomplishments, amongst many more:
 - Narrowed down facility location options to two (currently in negotiations);
 - Requested and secured the use of "virginiaworks.gov" as the online domain for the new agency; and
 - Identified, defined, and aligned on baseline performance metrics with data owners and developed corresponding considerations based on the timeliness and reportability for each workforce program.
 - Provided an in-depth walk through of the legislation that enables the Secretary of Labor to oversee direction and compliance across all workforce-related programs in the Commonwealth, and the associated steps that are being taken to being tracking metrics and establishing reporting processes across these programs.
 - Deep-dived into the path forward, demonstrating the status of the transformation effort, emphasizing that the transformation is ahead of schedule:
 - Phase I: Agency Planning (Complete)
 - Phase II: DWDA Stand Up (Underway)
 - Phase III: Discovery (Underway)
 - Phase IV: Driving Success (Underway)
 - Reminded the members of our ask for them: To visit their local workforce center/office, speak with employees/managers, build connections, and establish relationships to collect observations but more importantly develop channels for communication and information sharing.

Progress of the Transition

Department of Workforce Development and Advancement (DWDA) Mission, Vision, and Values

Prior to the 2023 General Assembly Session, Secretary Slater and other workforce development stakeholders developed a working group to align on a shared definition of “workforce development” in the Commonwealth of Virginia. The resulting definition was:

The coordination of public- and private-sector policies and programs that empowers Virginians with the skills, knowledge, and experience for a sustainable livelihood and enables businesses to achieve their growth ambitions, driving a robust Virginia economy.

Once aligned on a shared definition of what workforce development means in the Commonwealth, the next step was to create a set of mission, vision, and values to be used as guiding principles for the new agency. The principles are as follows:

The Mission: To create, sustain, and retain a viable workforce that can support current and future business and industry while recognizing the unique regional needs and capabilities of the Commonwealth through public-private partnerships and robust data and infrastructure investment, which results in standard measures and program accountability.

The Vision:

- Coordinated service delivery that is easily accessible
- Best-in-class centralized data collection to inform decision-making
- Agile system to address both the state and local workforce needs
- Consistent metrics to measure program success
- Single sign-on to connect employers and job seekers to opportunities
- Responsive to employer needs
- Business and industry involved in training and curriculum development

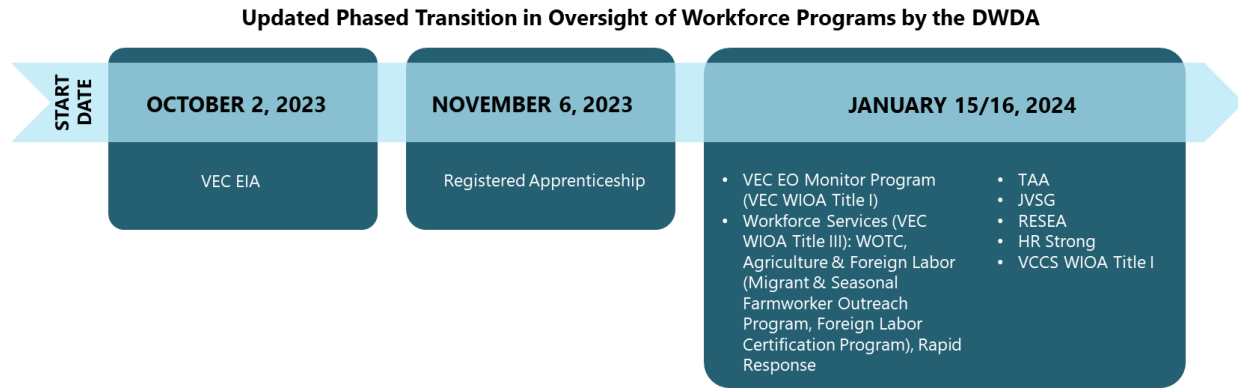
The Values:

- Accessible to all Virginians
- Metrics for accountable and transparent program management
- Standardized metrics of success
- Innovative and responsive programs with a focus on the customer
- Centralized direction and management accountability under one agency whose priority is workforce development

Program Transition Schedule

Below you will find the transition schedule for each program, including an anticipated start date. In the weeks and months leading up to – and during – each transition, individual programs will

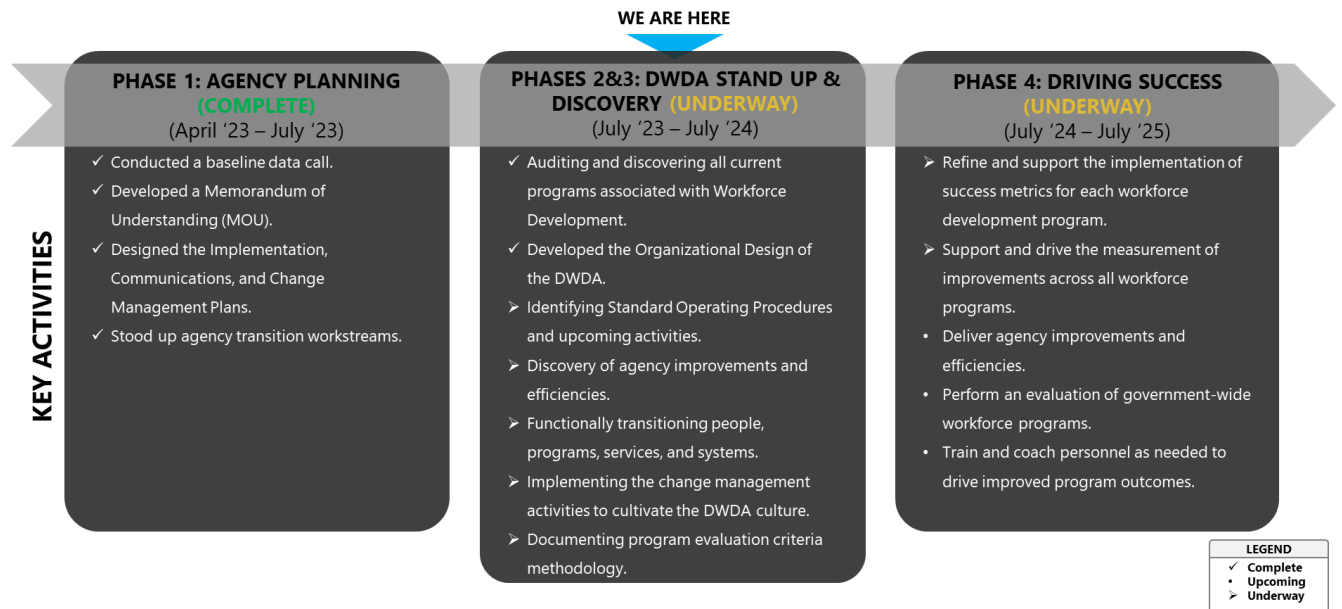
be engaged directly with an array of change management activities to welcome them into the new agency. Our functional transition has been so successful that both Registered Apprenticeship and VCCS WIOA Title I's transition dates have been moved up; all 14 programs will have functionally transitioned to the DWDA by January 16, 2024, two months ahead of schedule.



Additionally, programs and systems that are also transitioning to the DWDA include: Virginia Career Works Portal & Data Trust, Workforce Connection (VAWC), Virginia Voyager, Virginia Workforce Career Information System, Premier Virtual, WOTC, Farm Placement, and other VEC internal back-office systems.

Agency Stand Up: Activities

The establishment of the DWDA, including the transition of people, programs, services, and systems will take place over three distinct phases and run through FY 2025. They include:



A detailed implementation plan was developed with leadership and key stakeholders, and is refined regularly as needed, and tracked in a project management tool. For the agency stand up, the three phases each have major milestones and associated activities, which are outlined below.

Agency Planning High-Level Activities

- Conducted a baseline data call to get a better understanding of the people, programs, services, and systems moving to the new agency.
- Developed a Memorandum of Understanding (MOU) to outline the roles and responsibilities of key agency activities to maintain continuity of operations.
- Hosted numerous visioning sessions and designed the Implementation, Communications, and Change Management Plans for the transitioning agencies and programs for an efficient shift to the new agency.
- Stood up agency transition workstreams to facilitate program-specific activities.

Agency Stand Up High-Level Activities

- Transition people, programs, services, and systems to the new agency to facilitate program service delivery continuity.
- Work with the transition workstream leads to identify and refine agency-specific standard operating procedures and upcoming activities.
- Develop an organizational design of the DWDA that includes the proposed span of control and reflects the agency's strategic objectives and operating model.
- Implement the change management activities to cultivate the DWDA culture and provide resources for employees pre-, during, and post- transition.
- An audit and discovery of all current programs associated with workforce development.
- Document program evaluation criteria methodology.

Agency Success High-Level Activities

- Perform an evaluation of program efficacy and efficiency of government-wide workforce programs.
- Refine and support the implementation of success metrics for each workforce development program.
- Support and drive the measurement of improvements across all workforce programs.
- Train and coach personnel as needed to drive improved program outcomes.

As the people, programs, and systems transition to the DWDA, the implementation plan will be updated, and dates, milestones, and other activities may change.

Leadership Appointments

On September 29, 2023, Governor Glenn Youngkin announced the leadership appointments to the Department of Workforce Development and Advancement:

Agency Director: Carrie Roth

Carrie previously served as Commissioner of the Virginia Employment Commission and Advisor to the Governor for Strategic Initiatives. Prior to her service in the Youngkin Administration, Carrie was the founder of Rerouted, a strategic growth and communications consultancy, with over 30 years of broad experience as an entrepreneur, political and non-profit leader. She also served for a decade on the Virginia Board of Workforce Development. Carrie attended Hillsdale College and is a graduate of Virginia Commonwealth University. An avid runner and 18-time marathon finisher (including Boston), Carrie is a UESCA-certified running coach. She and her husband, Doug, reside in Chesterfield County.

Chief Deputy Director: Angela Kelly-Wiecek

Angela most recently served for 12 years on the Hanover Board of Supervisors. Two key focus areas during her time as an elected official included the Capital Region Workforce Partnership and the Greater Richmond Partnership. She also had the opportunity to represent Hanover on the Capital Region Collaborative, PlanRVA, Richmond Region Tourism, and Sports Backers. Angela has over 25 years of experience in marketing, public relations, and communications in the industrial equipment segment including over 10 years owning her own consulting firm. Having grown up in the tri-cities, Angela is a graduate of Richard Bland College of William and Mary and Averett University. She, her husband Paul, and son Stephen enjoy traveling, reading, discussing current events, exploring new foods, and exercising as a family.

Deputy Director for External Affairs: Kathy Byron

Delegate Kathy J. Byron was a member of the Virginia House of Delegates, representing the 22nd legislative district, from 1997-2023. She previously served as Vice-chairman of the House Commerce and Labor Committee and was a member of the Finance Committee and House Science and Technology Committee.

Agency Transition Workstreams

Several workstreams have been deployed that are heavily involved in developing standard operating procedures and contributing agency-specific knowledge to facilitate a smooth transition. The workstreams are made up of Commonwealth of Virginia subject matter experts from the various agencies that will advise on the stand up of the DWDA and refine Standard Operating Procedures (SOPs) for each program, and each has subgroups that vary according to the current agency transition needs. They include:

1. Operations
 - a. Finance/Budget: The team has been working through tactical items including, amongst others, the set-up of new bank accounts, registration with the necessary federal agencies, and completed necessary budget items in preparation for the funding of the agency.

- b. Procurement: The procurement workstream has coordinated with corresponding operations workstreams and is supporting ongoing prioritization of relevant tasks.
 - c. Facilities: Considerable work has been completed thus far securing a new physical office space for the DWDA agency. Test fits have completed and are in the review stage for the two locations established as finalists for consideration, and pricing negotiations are anticipated to begin shortly.
2. Program Administration
- a. Procedures: Programmatic specific procedures have been collected and are being evaluated for integration into the new agency's policies and procedures.
 - b. Compliance: Compliance dependencies have been collected and tracked from programs which have already transitioned and are in process for programs anticipated to transition in January 2024.
 - c. Regulatory Reporting: Programmatic regulatory requirements have been collected for transitioning programs and plans are in development to ensure reporting responsibilities are clearly defined.
 - d. Grants Management: Ongoing work includes the tracking and cataloging of available grant opportunities which the new agency will target to increase sustainable grant funding opportunities.
3. Employee Experience
- a. Communications: The communications team has played a crucial role in the transition thus far proactively providing key updates and communications to relevant stakeholder groups following the designed organizational change management strategy. The team additionally lead the new agency's branding effort and announced the new DWDA logo on 11/18/23.



- b. Human Resources: An in-depth evaluation, led by DHRM, has been underway to ensure that consistency exists between transitioning employees' role titles, work titles, FLSA status, EEO Category, and salaries across comparable job functions. The HR team has also led hiring efforts for key agency positions including the DWDA CIO and Executive Director of the Virginia Board of Workforce Development.
 - c. Website Development: A new agency website has been in development and the virginiaworks.gov domain has been formally federally approved.
4. Data, Technology, and Analytics
- a. Technology: Ongoing coordination between IT stakeholders, including VCCS and VITA suppliers, has been completed to ensure smooth technology transitions for

transferring employees. Evaluations of potentially necessary MOUs and data sharing agreements is underway.

- b. Data and Analytics: The workstream has been evaluating data and analytics priorities and growth opportunities relevant to the new agency.
- c. Single Portal Development: The anticipation of a larger new technology system the agency can leverage for increased efficiencies and improved cost is currently in discovery phase.

Additionally, a project management tool, SmartPMO, has been used to track the activities, milestones, and phases of each workstream, across the entirety of the agency stand up. These inputs are updated and tracked daily, used to inform weekly transition update meetings with the Secretary of Labor and other leadership, and is visible across workstreams. Risks are tracked in the system, and reports are automatically created, or can be pulled when needed. The weekly transition update meetings provide the opportunity for workstream leads to report on progress and raise any decision points for the Secretary of Labor.

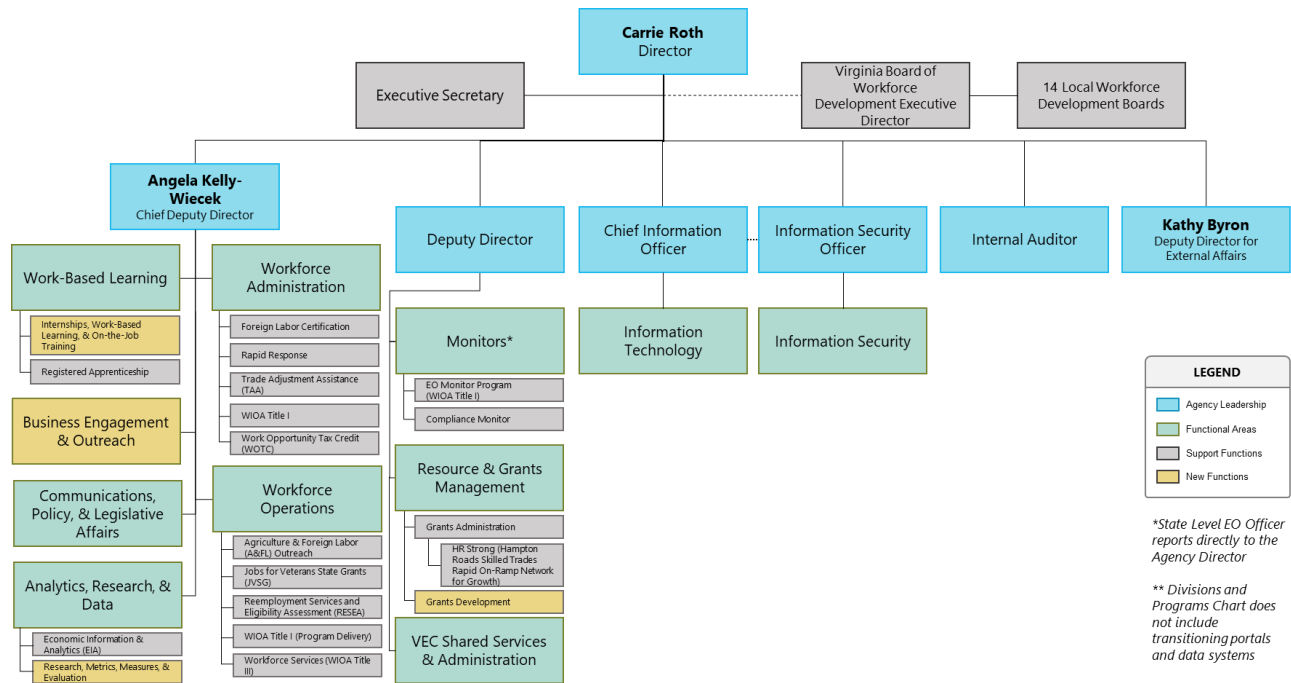
Organizational Design

The Organizational Design work occurred over four distinct phases over the past seven months and included: Collect, Develop, Iterate, and Socialize. The socialization process will continue to occur as each group transitions to the new agency. However, the high-level Organizational Design for the DWDA is complete, including four distinct new functions around work-based learning, external business engagement, metrics, and grants development. Through the iteration process, it was determined that the Virginia Employment Commission (VEC) will permanently maintain responsibility for shared services and administration after July 1, 2024.

Organizational Design Process Steps:

1. Collect: Data was collected by multiple sources and stakeholders to understand the current state.
2. Develop: Developed the initial organization chart based on leadership input, best practices, and other comparable agency org structures.
3. Iterate: Met with leadership weekly, including Human Resources (HR), to update and improve the organizational chart.
4. Socialize: Working directly with management and supervisors to finalize and socialize the updated org chart to the rest of the staff.

High-Level Organizational Design



The Human Resources (HR) Workstream collected and analyzed current state organization documentation of transitioning programs from the Virginia Employment Commission (VEC), the Virginia Community College System (VCCS), and the Department of Labor and Industry (DOLI). They synthesized transitioning personnel data into a comprehensive view of current programs, teams, and positions. From these inputs, a preliminary Operating Model and Design Principles were developed to guide future state decision making.

A series of Organizational Design Co-Creation Sessions were then conducted to review current state understanding, build vision for the future organization, and outline key functions required to drive mission success. After these sessions the high-level Organizational Design was refined, including the leadership structure, division of core functional units, and alignment of transitioning programs. Finally, transitioning employees were mapped to the initial high-level organization.

The HR Workstream, in conjunction with the Virginia Department of Human Resources (DHRM) and the agency-specific HR representatives, is in the process of examining each transitioning role, its placement within the organizational structure, as part of the “lift and shift” transition. During the functional transition, by and large the “lift and shift” of each program will move to the new agency.

Functional Transition

The functional transition of staff to the DWDA from October 2023 through January 2024 includes new agency leadership and reporting structures, but not a physical location change.

Physical Transition

The physical transition of staff to the DWDA will occur sometime around July 1, 2024, and will include a physical work location change to the DWDA central office in the Richmond area, new email addresses, and staff paychecks will begin to come from the new agency.

A robust change management plan is in development to support the physical transition, in conjunction with the communications and other engagement regarding the functional transition. Once details regarding the building selection, build-out, and other pertinent information for transitioning staff has been finalized, the change management plan will be finalized, and implementation will begin.

Communications and Change Management

A robust, formal Communications and Change Management Plan was developed to connect all transitioning staff ahead of their transition to the DWDA. The plan consists of four major objectives including: Planning, Preparing, Implementing, and Sustaining. Additionally, external stakeholders will also receive regular communications regarding the stand up of the DWDA. These engagement activities aim to provide team members moving to the DWDA with valuable opportunities to connect with leadership, ease any concerns, and maintain continuity of operations. Among the regular communications tools deployed are the following:

Town Halls: Five agency-wide meetings have been hosted by the transition leadership team that provide major transition updates and an opportunity for staff to hear directly from agency leadership. These occur monthly. The town halls to date have addressed questions from staff on topics like parking, their future office space, HR considerations, and other topics that brought up by participating staff.

DWDA Dispatch: A monthly newsletter that goes out to all transitioning employees and provides a deeper dive into transition activities, program highlights, and other fun and engaging information for employees of the DWDA. Four editions of DWDA Dispatch have been delivered to date.

Office Hours: 30-minute virtual sessions that are offered to employees transitioning to the new agency to ask questions, pose any concerns and provide feedback. Nine office hour sessions have been offered to date.

Managers Sync: Weekly and bi-weekly short meetings as needed with transitioning managers – depending on program size - leading up to, during, and after the transitioning month to check in, provide any resources, updates, collect feedback and any need for extra support. Five syncs have been hosted thus far.

Surveys: Pre- and post-transition surveys are provided to each group of transitioning employees and feedback informs the iteration of future materials. Nine surveys have been delivered thus far.

Phases of the Communications and Change Management Plan



Communications & Change Management Plan

A formal plan has been developed to engage and communicate with DWDA managers, agency heads, and employees across each stage of the transition.

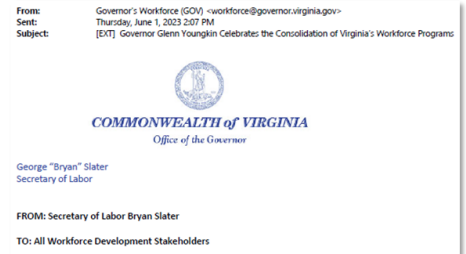
	PLAN	PREPARE	IMPLEMENT	SUSTAIN
Objective	Create the DWDA culture and resources for employees pre-, during, and post-transition	Prepare employees and managers for the upcoming transition	Support employees and managers through the transition	Conclude the employee transition and improve future iterations
Objective	THROUGHOUT THE TRANSITION			
Objective	Re-occurring activities that support the stand-up of the DWDA and provide periodic updates for all transitioning employees across the overall transition period			

Transition Timeline and Stages of Engagement



Stakeholder Engagement

External Stakeholders will also receive announcements, communications, and updates relating to the DWDA.



Branding and Culture Focus Groups

Transitioning staff were provided several opportunities to participate in focus groups to develop the agency branding, including the logo, as well as culture and ethos. Employee engagement was strong, across all programs, and they were able to participate in-person and virtually.

What We Heard about the Future DWDA Brand



Logo Concepts

Clear, inclusive, welcoming, easy to read, security, success, trust, demonstrates movement/growth/opportunity, targets the whole Commonwealth *[see slide 5 for Logo Inspiration activity]*



Colors

Orange (Strength), **Green** (Success, Productivity), **Blue** (Calming), Use of **Multiple Colors** (Welcoming), **Red** (Colors within the Flag and Seal of Virginia)



Imagining the DWDA Branding

Reflect **connection** between employers and job seekers, illustrate an agency that **serves all Virginians**, visual **growth** for job seekers through workforce services, and show **connectedness** between workforce services and other services provided by the Commonwealth. *[see slide 6 for Logo Design activity]*

Branding Focus Groups: Three creative design sessions were held with 60+ employees in July to provide a vision to build a brand that captures the mission of the agency. The sessions were led by an experienced brainstorm facilitator through several exercises designed to generate ideas and concepts that will help craft the DWDA identity. The following is what transitioning employees wanted to see in their new branding: With employees' feedback in mind, we created several logo variants which were then put to a vote over two surveys; over 200 participants decided on the following logo for our new agency.

Culture Focus Groups: Three focus groups were held with nearly 30 employees in September to provide creative ideas for establishing a strong agency culture for the DWDA, as well as a positive employee experience. We received the following recommendations from 30+ employees over 3 focus groups:

Leadership Engagement

- **Establish Liaison Program:** Delegate liaisons between leadership and lower-level staff as an enabler for greater transparency, clearer communication, and proactive working styles to support staff that might be indirectly impacted by leadership decisions.
- **Employee Working Groups:** Establish working groups to allow employees to communicate and collaborate with each other across the different workforce programs.
- **Continue Agency-wide Channels:** Continue to conduct Town Halls and Newsletters as outlets for communications to employees of all levels.

Customer Relations

- **Shift in Customer Perception:** Create new messaging to shift the customer perception of the DWDA as a government agency to a more inclusive, accessible, and reliable workforce development entity.
- **Create More Integrated Services:** Stand up informative and accessible career and training platforms/resources to empower the customer to chart their own career path and choose how they want to be supported along their journey.
- **Knowledge Sharing Opportunities:** Increase training and knowledge sharing opportunities for employees to establish the agency as a more credible resource for customer support and engagement.

Employee Experience

- **Opportunities for Advancement:** Provide intentional career mapping capabilities and mentorship programs to increase opportunities for internal

career growth, leading to higher retention of talent and incentives for interested external candidates, leading to increased recruitment.

- **Incentives & Employee Recognition:** Implement pay-based/benefit-based incentives and agency-wide employee spotlights, highlighting high achievement, commendable impact and other success measures to better motivate staff and build agency loyalty.
- **Succession Planning:** Integrate a formalized succession plan for employees to feel more prepared for the future and driven to meet their professional goals.

Success Metrics and Programmatic Performance Evaluation

§ 2.2-2037-5 of the Code of Virginia gives the Secretary of Labor the authority to regularly track metrics relating to workforce development programs and establish a mechanism to help assess the adequacy of DWDA services and programs. To that end, new, on-going metrics tracking and reporting for state workforce development programs will increase customer and stakeholder transparency, enable historical measurement of programmatic success, and leverage data-driven insights to inform improvements. To maximize programmatic performance, transformational evaluation will help identify areas for improvement, increase service effectiveness, and establish leading indicators. The opportunity to evaluate programs for success lies not only in unlocking new operational efficiencies and potential associated cost savings, but also maximizing their employee experience which in turn provides a deeper level of service to the Virginians they serve. Transformational evaluation will be done across five dimensions:

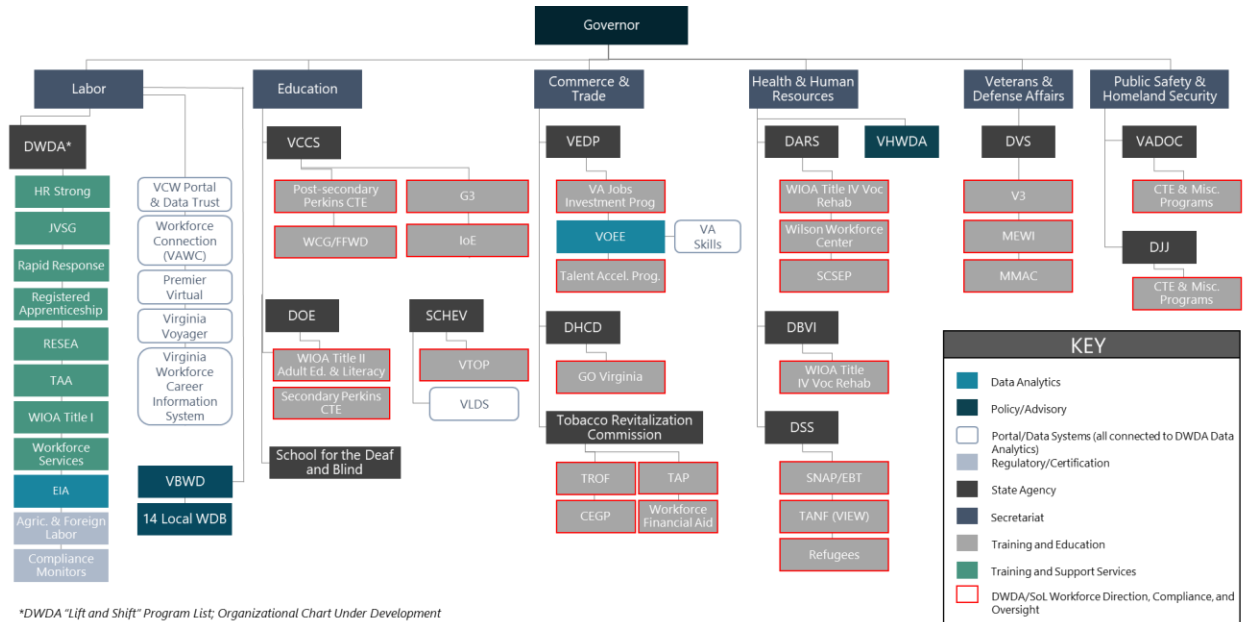
1. **Mission:** Alignment of programs with a central agency mission and associated strategies
2. **Operations:** Established baselines to evaluate operations against during ongoing monitoring
3. **Program Performance:** Data metrics that track program generated output and determine success
4. **Employee Experience:** Increased employee engagement and the fostering of a positive programmatic culture
5. **Customer Experience:** Customer service evaluated through programmatic delivery

In recent months, in-depth alignment sessions have been held between state leadership and programmatic data experts to establish usable metric definitions and criteria points. Baseline metric establishment, created in partnership with programs, creates shared sponsorship, and increases engagement with the effort across stakeholder groups. Considerable effort has been allocated to the design of metric dashboarding and strategic discussions have been initiated for planning for the anticipated transition to a more automated dashboard technology solution in 2024.

Initial baseline and/or metric tracking for DWDA programs and engagement with broader workforce development program leadership will be initiated by agency leadership in December 2023. Leveraging collected data inputs and the existing baselines for certain transitioning programs, leadership anticipates that reporting will be available in the spring of 2024. Ongoing progress improvements and iterative refinement of data collection and reporting procedures will be conducted with data stakeholders as the effort scales.

Beyond the Agency: Commonwealth-Wide Coordination on Workforce Development

Per the Code of Virginia, the Secretary of Labor has the authority to oversee direction and compliance across all workforce-related programs in the Commonwealth, and the associated steps that are being taken to being tracking metrics and establishing reporting processes across these programs. See figure below to view the current state of workforce development programs across the Commonwealth.



A comprehensive list of 58 workforce-related programs within the Commonwealth – in addition to those displayed above – was assembled with the help of many across Secretariats (see below). This list continues to evolve as new programs are identified.

Agency	Program Name
DHCD	Appalachian Regional Commission-Southwest Virginia Community College Automotive
DHCD	Growth and Opportunity Fund (GO Virginia)
DHCD	Southeast Crescent Regional Commission (SCRC)

VCEDA	Workforce Development Training Fund
VEDP	Advanced Manufacturing Talent Investment Program and Fund Pilot
VEDP	Talent Accelerator Program
VEDP	Virginia Jobs Investment Program (VJIP)
VIPC	Commonwealth Center for Advanced Manufacturing
VIPC	Cyber Security Institute
VTRR	Competitive Education Awards
VTRR	Talent Attraction Program
VTRR	Workforce Financial Aid
DOE	Adult Education
DOE	Perkins
DOE	STEM Industry Internship (Virginia Tech-Space Industry Consortium)
SCHEV	Innovative Internship Program
VCCS	New Economy Workforce Credential Grant (aka FastForward)
VCCS	Advanced Regional Technology & Workforce Academy in Norfolk
VCCS	Botetourt County Education and Training Center and Roanoke Higher Education Center
VCCS	Get Skilled, Get a Job, Give Back (G3) Innovation and Program Grants
VCCS	Institutes of Excellence for Non-Credit Training and Instruction
VCCS	Mecklenburg County Job Retraining Center
VCCS	Postscondary Career and Technical Educations (PERKINS)
VCCS/DWDA	WIOA Adult
VCCS/DWDA	WIOA Dislocated Worker
VCCS/DWDA	WIOA Youth

VCCS/Tidewater Community College	Apprenticeship-Related Instruction
VCCS-HRWC	Hampton Roads Skilled Trades Rapid On-ramp Network for Growth (HR STRONG)
VCCS-PCC	Network2Work
	Tech Talent Investment
DARS	State General Vocational Rehabilitation (VR) Program
DARS	The Senior Community Service Employment Program (SCSEP)
DARS	Wilson Workforce and Rehabilitation Center (WWRC)
DBHDS	Behavioral Health Institute
DBHDS	EMDR (Eye Movement Desensitization and Reprocessing) basic Training certification (evidence-based practice for the treatment of trauma)
DBHDS	Peer Recovery Specialist
DBVI	Vocational Rehabilitation Program
DSS	Refugee Resettlement
DSS	Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)
DSS	Virginia Initiative for Employment Not Welfare (VIEW)
DOLI/DWDA	Registered Apprenticeship
VEC/DWDA	Employment Service Program
VEC/DWDA	Foreign Labor Certification
VEC/DWDA	Jobs for Veterans (JVSG)
VEC/DWDA	Reemployment Services and Eligibility Assessment (RESEA)
VEC/DWDA	Trade Adjustment Assistance (TAA)
VEC/DWDA	Work Opportunity Tax Credit

VMRC	Waterman's Apprentice Program
DFP	Training and Professional Development
DJJ	Workforce Development initiative
DOC	CTE & Other Misc. Programs
DMV	Drive to Work
DPRT	DRPT Workforce Development - Transportation
DVS	Military Education & Workforce Initiative (MEWI)
DVS	Military Education and Workforce Initiatives Program Credentialing and Certification- Pathways to Employment Program
DVS	Military Medics and Corpsman Program (MMAC)
DVS	State Approving Agency OJT/ Apprenticeship
DVS	Virginia Values Veterans (V3)

An Executive Branch Town Hall was held on October 24th, 2023, with the purpose of bringing together workforce program leadership across Secretariats and align on the transformation vision, establish expectations, and communicate the importance of partnership in this effort. With nearly 300 participants in attendance for this virtual meeting, the Secretary and team provided the following information:

- The Transformation Timeline, communicating the high-level overview of major accomplishments for this project from a convening of workforce development leadership in Spring 2022, the development of a case for change and the legislative Session in Fall 2022, the passing of enabling legislation in Spring 2023, to the stand up of the Virginia Department of Workforce Development and Advancement in Fall of 2023.
- Overview of enabling legislation that authorizes the Secretary of Labor with oversight and compliance for workforce-related programs, the programs that fall within that category and the associated steps that are being taken to being tracking metrics and establishing reporting processes across these programs.
- Introduced DWDA leadership: Director Carrie Roth, Chief Deputy Director Angela Kelly-Wiecek, Deputy Director Kathy Byron,
- Deep-dive into the Agency Stand Up Phases, demonstrating the status of the transformation effort, emphasizing that the transformation is on track:

- Phase I: Agency Planning
- Phase II: DWDA Stand Up
- Phase III: Discovery
- Phase IV: Driving Success

This Executive Branch Town Hall was the first step to beginning an important effort – that of tracking metrics to bolster and better understand programmatic impact. Virginia Code now requires new, on-going metrics tracking and reporting for state workforce development programs. Tracking and reporting metrics will enable us to increase customer and stakeholder transparency, conduct historical measurement of programmatic success and leverage data-driven insights to inform improvements. So far, metrics definitions have been developed in partnership with a pilot group of workforce program leaders and an initial concept dashboard has been created. In the coming months, we will be engaging with broader workforce development program leadership to conduct initial baseline and/or metric tracking for programs.

The next Executive Branch Town Hall has been scheduled for December 18, 2023, where we plan to dive deeper into the overall mission of the transformation, emphasize the importance of their partnership and contribution to this effort and provide further guidance on our metrics collection and tracking process.

In addition to the Town Halls, Director Roth, Deputy Director for External Affairs Byron, and others have been engaging with programs across the Commonwealth that have workforce development components or workforce development-related needs. Their conversations have been impactful in understanding the extensive landscape and bringing programs into the fold.

Appendix

Meeting Minutes

Meeting minutes for the July 25, September 29, and November 29, 2023, meetings can be found below and at <https://www.labor.virginia.gov/workforce-transition/>

JULY MEETING DETAILS

Meeting Date and Time: July 25, 2023, 1:00 PM – 3:00 PM

Meeting Location: 1111 E. Broad St., Richmond VA 23219, Patrick Henry Building, East Reading Room

Members Present:

Sharon Alexander (virtual)

Senator George Barker

Hobey Bauhan

Dale Bennet

Peter Blake

Erin Burcham

Tom Cosgrove

Kirk Cox

Elizabeth Creamer

Lisa Disselkamp

Mark Dreyfus (virtual)

Sara Dunnigan (virtual)

Jim Dyke (virtual)

Adam Ebbin

Jamie Gillespie

Judy Hackler (virtual)

Bill Hazel

Megan Healy
Marty Holiday
Jim Jenkins
Bill Leighty
Latitia McCane
Heather McKay (virtual)
Jim Monroe (virtual)
Gary Pan
Jason Parker
Nicole Riley
Brandon Robinson
Carrie Roth
Frank Ruff (virtual)
Don Scott
Secretary Slater
James Spencer
Randall Stamper (virtual)
My Lan Tran (virtual)
Dennis Treacy
Delegate Wendell Walker (virtual)
Delegate Michael Webert
Anthony Williams
Michel Zajur

Members Absent:

John Albert

Xavier Beale

Phil Boykin

Julie Coons

Doris Crouse-Mays

Brian Davis

Patrick Dean

Julia Hammond

Mark Herzog

Lane Hopkins

Jack McDougle

Alison Morrison-Shetlar

Brett Vassey

Emily Webb

James Williams

Quorum Y N

Staff Member Memorializing:

Debbie Lewis

Staff and Others Present:

Glenn Davidson, Deloitte

Leslie Haley, Deputy Attorney General

David Johnson, DOLI

Wendy Kang, Senate Finance Staff

Sachi Kolgi, Deloitte

Finlay Lee, Governor's Fellow

Debbie Lewis, Executive Assistant to the Secretary of Labor

Ashley Lockhart, Deloitte

Anthony Reedy, Deputy Secretary of Labor

Billy Reid, Senior Advisor to the Secretary of Labor

George Taratsas, Directory of Workforce Development

Reed Terry, Governor's Fellow

Jeb Wilkinson, Deputy Director of Workforce Development

Agenda DETAILS

Agenda topic: *Open the Meeting, Bring Meeting to Order, Roll Call*

Secretary Slater opened the meeting and brought it to order at 1:03pm.

Deputy Secretary Anthony Reedy called roll and quorum was met.

Agenda topic: *Opening Comments*

Presenter: **George "Bryan" Slater, Secretary of Labor**

Summary of topic:

This is a 55-member group. We have an aggressive timeline because we want to pursue real institutional change. The plan is to have it up and running before Governor Youngkin leaves office.

Glenn Davidson of Deloitte Consulting makes comments and introduces his team.

Agenda topic: *Virtual Meeting Policy*

Presenters: **Anthony Reedy, Deputy Secretary of Labor and Flora Hazel, Attorney General's Office**

Summary of topic:

Introduced the Virtual Meeting Attendance Policy. Nicole Riley made the motion to approve, and Commissioner Carrie Roth seconded. Motion carried.

Action required by the Board? Y N

Agenda topic: *Enabling Legislation Review*

Presenter: Anthony Reedy, Deputy Secretary of Labor

Summary of topic:

Review of Legislation – Senate Bill 1470 & House Bill 1470. Acknowledged the legislation and the many parties who have been involved. Discussed the objectives. A provision of the legislation was the development of this advisory group until at least September 2024. There were no questions.

Agenda topic: *Purpose and Objectives of the Stakeholder Advisory Group*

Presenters: George “Bryan” Slater, Secretary of Labor; Flora Hazel, Senior Assistant Attorney General; Leslie Haley, Deputy Attorney General

Summary of topic:

Sec. Slater reviewed the goals and purpose of the group. Flora Hazel reviewed the role and responsibility of the advisory group, which is different than a policy or supervisory group that makes rules and regulations. Advisory groups provide comments and recommendations. Because it is a public body, stakeholders (more than three) that meet and discuss topics of the Stakeholder Advisory Group are subject to FOIA regulations. Any emails shared between stakeholders regarding Stakeholder Advisory Group information is subject to FOIA request regulations.

Agenda topic: Transition Updates

Presenter: Ashley Lockhart, Manager of the Workforce Transition Team

Summary of topic:

Reviewed the workstreams and the stand up phases.

Discussion highlights:

Ashley Lockhart reviewed Phase 1 and Phase 2 accomplishments.

Monthly Town Hall meetings (two so far), Workforce Summit in April, Focus Groups on a variety of topics, Monthly Newsletter – all to engage transitioning staff. Will be about 400 staff and roughly 90% are from the VEC.

Transition Updates and Proposed Program Transition Schedule; starting with smaller programs to work out the kinks and make modifications as necessary. Goal is to create the best possible transition experience. Considering each individual person and the role they will fill.

Change Management – the goal is to overcommunicate. Phases are Plan, Prepare, Implement, and Sustain.

Questions and answers throughout the session.

Action required by the Board? Y N

Agenda topic: Public Comment

Discussion highlights:

Judy Hackler' Comment via Chat: Two areas that should be considered with the stand-up of the DWDA is streamlining processes for employers and the public to submit and receive background checks and employment certifications, registrations, etc.

My Tran's detailed four areas of focus:

1. The state needs a friendly to use and easy to navigate intake database at the one stop centers or any direct client points of contacts.
2. Establish a Better jobs seekers preparation program for job seekers.
3. The state to adopt a more aggressive approach in promoting Federal dollar funded training programs as available options for career seekers so they can transition to better career path.
4. The state to find ways to shorten the waiting period time length for a job seeker to attain the training program (s) they are suited for so they will not miss training start date - graduation date, resulting in quicker return date to employment.

Sec. Slater's Response: We are trying to put together a one stop with the new agency. We have put together MOUs with all agencies that have workforce data. We will be sharing data starting in Dec. 2023 via the data trust. We are looking at vendors to create a central portal for workforce dev. services. Regarding data, VOEE is focused on training for top jobs and making sure that each region knows their top jobs.

Heather's Comment: We are working with and meeting with interested parties and stakeholders that will use the list of top jobs for federal and state policy. All are invited to these conversations. Please reach out via email to participate.

Secretary Slater's Comment: We were able to work with the community college system to better prepare workers for in-demand jobs within the trucking industry.

Question: Regarding investment and ROI, how will that be reinvested into the system?

Sec. Slater's Response: Any savings will be reinvestment into workforce programs.

Agenda topic: Q&A and Closing Comments

No additional Q&A.

Closing Comments: In January and March we will set meetings for Friday afternoons so that legislature can participate. Additional information about the Stakeholder Advisory Group and the transition can be found on the Secretary of Labor's website. The team is working on building out a site to serve as a repository for all this info. Eventually everything will move to the DWDA website.

Agenda topic: Adjournment

Motion to adjourn: Jason Parker

Second: Michael Webert

With no further business to discuss, meeting adjourned at 2:28 PM

SEPTEMBER MEETING DETAILS

Meeting Date and Time: September 29, 2023, 10:00 AM – 12:00 PM

Meeting Location: 1111 E. Broad St., Richmond VA 23219, Patrick Henry Building, East Reading Room

Members Present:

Hobey Bauhan (virtual)

Dale Bennett (virtual)

Peter Blake

Phil Boykin

Erin Burcham

Julie Coons (virtual)

Tom Cosgrove

Doris Crouse-Mays

Brian Davis

Lisa Disselkamp

Sara Dunnigan

Jim Dyke (virtual)

Adam Ebbin

Jamie Gillespie

Julia Hammond (virtual)

Megan Healy

Marty Holiday (virtual)

Jim Jenkins

Latitia McCane (virtual)

Jack McDougle

Heather McKay

Alison Morrison-Shetlar

Gary Pan (virtual)
Jason Parker
Nicole Riley (virtual)
Brandon Robinson
Carrie Roth
Don Scott (virtual)
Secretary Slater
James "Lou" Spencer
My Lan Tran
Brett Vassey
Delegate Wendell Walker (virtual)
Emily Webb (virtual)
Anthony Williams
Michel Zajur (virtual)

Members Absent:

John Albert
Sharon Alexander
Senator George Barker
Xavier Beale
Kirk Cox
Elizabeth Creamer
Patrick Dean
Mark Dreyfus
Judy Hackler
Bill Hazel
Mark Herzog

Lane Hopkins

Bill Leighty

Jim Monroe

Frank Ruff

Randall Stamper

Dennis Treacy

Michael Weibert

James Williams

Quorum Y N

Staff Member Memorializing:

Debbie Lewis

Staff and Others Present:

Ashley Lockhart, Deloitte

Sachi Kolgi, Deloitte

Sydney Colacarro, Deloitte

Anthony Reedy, Deputy Secretary of Labor

Debbie Lewis, Executive Assistant to the Secretary of Labor

Johnathan Arnold, VMA Fellow

Jeff Ryan, Deputy Commissioner VEC

Jeb Wilkinson, Deputy Director of Workforce Development

Angela Kelly-Wiecek, Chief Deputy Director DWDA

Kathy Byron, Deputy Director for External Affairs DWDA

Kim McKay, House Appropriations

Wendy Kang, Senate Finance

Flora Hezel and Zak Laws, Office of the Attorney General

Agenda DETAILS

Agenda topic: *Call to Order, Pledge of Allegiance, Roll Call*

Secretary Slater opened the meeting and brought it to order at 10:02 am.

Deputy Secretary Anthony Reedy called roll and quorum was not met. Moved to adopt minutes from July meeting but short of quorum.

Agenda topic: *Opening Remarks*

Presenter: **George “Bryan” Slater, Secretary of Labor**

Summary of topic:

Expected \$5,000,000 in the budget and received \$500,000; we are grateful for what we have. It makes things more complicated but are going full speed ahead.

Introduced new agency leadership: Director Carrie Roth, Chief Deputy Director Angela Kelly-Wiecek, Deputy Director for External Affairs Kathy Byron.

Invites Director Carrie Roth to present transition updates.

Agenda topic: *Transition Updates*

Presenter: **Department of Workforce Development and Advancement (DWDA) Director Carrie Roth and Virginia Employment Commission (VEC) Deputy Commissioner Jeff Ryan**

Summary of topic:

Director Carrie Roth provided an Organizational Design update. Talent is the number one competitive edge. Recruitment is being conducted for two positions: CIO and Virginia Board of Workforce Development Executive Director. Functional Transition Timeline was shared; phased transition is being conducted from October 2023 through March 2024. There is an emphasis on clear, consistent, and transparent communication where all transitioning employees are

consistently provided information. Agency Transition Workstreams meet weekly with Secretary of Labor and staff. More site visits at the end of next week.

Deputy Commissioner Jeff Ryan discussed Operations and Data, Technology and Analytics workstream updates.

Agenda topic: *Upcoming Transition Activities*

Presenters: George “Bryan” Slater, Secretary of Labor

Summary of topic:

Secretary Slater reviewed upcoming activities, upcoming meetings, and key responsibilities of the Stakeholder Advisory Group (SAG). Asked for feedback about having the January SAG meeting on a Friday or another day, or just wait till March, given the General Assembly time.

Our Ask of the SAG: Please visit your local workforce center, speak to the staff, the leadership. We will be providing you a survey to share your experience and provide your input.

Agenda topic: *Public Comment*

Discussion highlights:

No one signed up for public comment.

Agenda topic: *Q&A*

Discussion around a variety of topics, including organizational design, Registered Apprenticeships, business services, virtual presence, skills training, business community interaction, underemployed participants, HR organizational engagement, and general suggestions from the body.

Agenda topic: *Adjournment*

No quorum

Motion to adjourn:

With no further business to discuss, meeting adjourned at 11:00 AM.

Workforce Transition Advisory Group Meeting | MINUTES

MEETING DETAILS

Meeting Date and Time: November 29, 2023, 10:00 AM – 12:00 PM

Meeting Location: 1111 E. Broad St., Richmond VA 23219, Patrick Henry Building, East Reading RoomMembers P

Senator George Barker

Hobey Bauhan (virtual)

Dale Bennett (virtual)

Phil Boykin

Julie Coons (virtual)

Kirk Cox

Doris Crouse-Mays

Brian Davis

Lisa Disselkamp

Jim Dyke

Adam Ebbin (virtual)

Jamie Gillespie (virtual)

Judy Hackler

Julia Hammond

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Marty Holiday

Bill Leighty (virtual)

Latitia McCane (virtual)

Jack McDougle

Heather McKay

Alison Morrison-Shetlar (virtual)

Gary Pan

Jason Parker

Nicole Riley (virtual)
Carrie Roth
Secretary Slater
James "Lou" Spencer
My Lan Tran
Dennis Treacy (virtual)
Brett Vassey (virtual)
Delegate Wendell Walker (virtual)
Emily Webb

Members Absent:

John Albert
Sharon Alexander
Xavier Beale
Peter Blake
Erin Burcham
Tom Cosgrove
Elizabeth Creamer
Patrick Dean
Mark Dreyfus
Sara Dunnigan
Bill Hazel
Megan Healy
Lane Hopkins
Jim Jenkins
Jim Monroe
Brandon Robinson

Frank Ruff

Don Scott

Randall Stamper

Michael Weibert

Anthony Williams

James Williams

Michel Zajur

Quorum Y N

Staff Member Memorializing:

Debbie Lewis

Staff and Others Present:

Johnathan Arnold, VMA Fellow

Kathy Byron, Deputy Director for External Affairs DWDA

Alan Edwards (Peter Drake's designee)

Andrea Glaze, Policy Analyst

Angela Kelly-Wiecek, Chief Deputy Director DWDA

Tyler Kirby, GWBOT

Sachi Kolgi, Deloitte

Debbie Lewis, Executive Assistant to the Secretary of Labor

Ashley Lockhart, Deloitte

Nicole Overley, Deputy Secretary for Workforce Development

Anthony Reedy, Deputy Secretary of Labor

Billy Reid, Sr. Advisor to the Secretary of Labor

Jeff Ryan, Deputy Commissioner VEC

George Taratsas, Director of Workforce Development

Jeb Wilkinson, Deputy Director of Workforce Development

Flora Hezel, Office of the Attorney General

Agenda DETAILS

Agenda topic: *Call to Order, Pledge of Allegiance, Roll Call*

Secretary Slater opened the meeting and brought it to order at 10:03 am.

Gary Pan led us in the Pledge of Allegiance.

Deputy Secretary Anthony Reedy called roll and quorum was not met, so cannot approve the minutes from July and September meetings.

Agenda topic: *Opening Remarks*

Presenter: **George “Bryan” Slater, Secretary of Labor**

Summary of topic:

Reviewed the detailed agenda topics. Introduced new staff, Deputy Secretary for Workforce Development Nicole Overley. Deputy Overley offered remarks, expressing enthusiasm for joining the team and working together.

Agenda topic: *Transition Updates*

Presenters: **Director Carrie Roth, Department of Workforce Development and Advancement (DWDA) and Deputy Commissioner Jeff Ryan, Virginia Employment Commission (VEC)**

Summary of topic:

Director Roth discussed the logo announcement and reveal for Virginia Works. We will work around it to build a strong brand to ensure that Virginia Works for everyone. The functional transition timeline was moved up to November 6, 2023, and January 15/16, 2024. They continue to have virtual office hours and Town Hall virtual meetings to keep everyone informed and maintain alignment.

Deputy Jeff Ryan discussed Operations Workstream – Finance, Procurement, Facilities, and Shared Services. Back-office accounting has been set up and the Governor will present the budget to the General Assembly on December 20. We have a couple of finalists for a new location. Technology-wise, seeking to have a seamless transition. It is the most complex and challenging aspect, but everything is on track and in capable hands.

Director Roth underscored how she has worked with about half of the people involved for over two years. Working on building culture as they are in separate places but will come together. On technology, it's a big lift and it's the backbone of all the work. VirginiaWorks.gov has been approved as an exemption by the federal government. A large amount of work is happening around having a single portal. How can we use our data to inform our work and drive action. Tim Sheeran from VCCS is leading that component of the functional transition. Employee experience is a focus to make sure we have alignment and are adjusting where needed. It's providing a strong structure. The excitement and support from colleagues and other agencies have been great.

Agenda topic: *Upcoming Transition Activities*

Presenters: George "Bryan" Slater, Secretary of Labor and Director Carrie Roth, Department of Workforce Development and Advancement (DWDA)

Summary of topic:

Secretary Slater discussed metrics tracking and reporting for all state workforce development programs to determine which programs are working and which ones are not working – and share that with the legislature. How do we scale up, fix, or move it to one that is working. Benefits are increased transparency and ability to make data driven decisions. Reviewed key metrics. Focused on people getting into job with living, good wages that can support a family.

Director Roth discussed the DWDA structure, showing the organizational chart. Deputy Director Kathy Byron noted that they are learning from businesses and younger generations on board and the importance of sharing best practices. She is open to meeting with those who can describe what they are looking for and the skills that are needed.

Director Roth reviewed some new divisions, such as Work-Based Learning, Business Engagement Outreach, and Grants Development. Review VirginiaWorks.com as a source of information. Gaps in the data driven activity have been identified, which will be addressed by seeking grants.

Secretary Slater says this group's input after reviewing the site will be important. Please visit local workforce center, ask questions, give impressions, report findings through the survey.

Director Roth encourages the group to let Kathy Byron know if there are people she should meet with. New Virginians need to be considered, such as immigrants, making sure we are supporting them; many are highly skilled and trained. Deputy Director Byron added that we the businesses need to utilize the centers; it's a discovery phase so we can build a plan for success. Slater discussed expanding universal licensing for immigrants; create pathways to get into professions of choice and professions of training.

Slater discussed the slide of the Path Forward, which includes four phases. Implementation of success metrics, optimization process. Tentatively planning on Friday afternoon, January 26 for the next meeting. Report is forthcoming.

Agenda topic: *Public Comment*

No one signed up for public comment.

Agenda topic: *Q&A*

Discussion highlights:

Discussion around a variety of topics, including internships, metrics, marketing, barriers, and general suggestions from the body.

Agenda topic: *Adjournment*

No quorum

With no further business to discuss, meeting adjourned at 11:42 AM.

Key Agency Planning & Change Management Accomplishments to Date

Activity	Detailed Accomplishments
Program, Planning, Execution & Effectiveness	<ul style="list-style-type: none"> • Designed a Business Case that analyzed the current state of the Commonwealth’s workforce development ecosystem and evaluated the qualitative and quantitative impacts of the proposed agency. • Calculated the Return-on-Investment Analysis for investing in the Commonwealth’s proposed changes. • Defined project priorities, schedule, and staffing model to help organize thoughts and ideas around the new agency. • Developed a list of project success metrics and policy/process alignments for future development. • Developed and maintain a detailed schedule that describes the activities and resources needed to transition programs into the VDWA. • Created a Project Management tool to capture current and future activities. • Established weekly Project Management meeting with key stakeholders and senior leaders. • Established and maintain risk register, action items, and milestone tracking. • Designed multiple surveys to gauge employee sentiment and created key insight documents based on employee responses.
Change Management & Communications	<ul style="list-style-type: none"> • Developed and tested key messaging and supporting documents for specific audiences. • Established Vision, Mission, and Values Statements to guide the future of workforce development across the Commonwealth. • Designed a provisional Implementation Plan that provided the leaders with a detailed plan to transition to the future state agency while maintaining continuity of operations. • Facilitated Change Management and Communications working sessions to develop and fully build out a plan for the DWDA. • Developed a strategic Change Management and Communications Plan to define and document activities to garner the support and adoption of the transformation. • Crafted internal and external communications for transitioning employees and stakeholders. • Developed a Communications Tracker to document the communications prepared and delivered to stakeholder groups. • Executed and analyzed a Change Readiness Assessment that outlined transitioning employees’ thoughts and developed an outlook for the future of the DWDA.
Activity	Detailed Accomplishments
Change Management & Communications	<ul style="list-style-type: none"> • Established Vision, Mission, and Values Statements to guide the future of workforce development across the Commonwealth. • Developed and began execution of an Implementation Plan that provided a detailed plan to transition to the future state agency while maintaining continuity of operations. • Conducted Change Management and Communications working sessions to develop and fully build out a plan for the DWDA. • Developed a strategic Change Management and Communications Plan to define and document activities to garner the support and adoption of the transformation. • Developed a Communications Tracker to document the communications prepared and delivered to various stakeholder groups. • Conducted Change Readiness Assessment that outlined employees transition readiness and collected recommendations for the DWDA. • Developed a Monthly Newsletter to keep transitioning employees informed with upcoming updates and transition planning. • Conducted monthly DWDA Town Halls for transitioning employees to gain more insight into upcoming changes into the program transitions and agency stand up. • Developed the employee functional Change Management and Communications Plan for EIA including drafting a Manager Toolkit, drafting and binding the Employee Welcome Packet, facilitating transition preparation meetings, and drafting email updates. • Conducted Branding Focus Groups Sessions with future DWDA employees to gather input for the agency’s future branding and drafted an output report for use in logo development. • Conducted Culture Focus Group sessions with 30+ participants, (1 in-person at the VEC and 2 virtually) to engage employees in the development of an agency culture.
Organizational Design	<ul style="list-style-type: none"> • Collected and analyzed current state organization documentation of transitioning programs. • Developed preliminary Operating Model and Design Principles to guide future state decision making. • Conducted a series of Organizational Design Co-Creation Sessions to review current state understanding, build vision for the future organization, and outline key functions required to drive mission success. • Refined high-level Organizational Design including leadership structure, division of core functional units, and alignment of transitioning programs. • Mapped transitioning employees to the initial high-level organization.

Key Agency Planning & Change Management Accomplishments to Date

Activity	Detailed Accomplishments
Success Metrics & Reporting Process Development	<ul style="list-style-type: none">• Reviewed existing metrics and reports gathered during the Baseline Data Call to inform future workforce development success metrics and reporting.• Drafted Metrics and Reporting Process document to plan the path forward for process development.• Built out table of metrics produced and broken down by transitioning program.