



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 MARCH 27, 2024

Table of Contents

Background	2
Progress of the Transition	2
Program Transition Complete	2
Communications and Change Management	2
Fiscal and Physical Transition	5
Agency Stand Up: Activities.....	6
Phase 4: Driving Success High-Level Activities.....	7
Agency Transition Workstreams.....	8
Organizational Design.....	9
2024 Legislation	11
Beyond the Agency: Commonwealth-Wide Coordination on Workforce Development	11
Commonwealth-Wide Town Hall and Additional Engagement.....	16
Cost of the Transition	17
Appendix	18
Virginia Works: Mission, Vision, and Values.....	18
Meeting Minutes	18

Background

The Virginia Acts of Assembly – 2023 Session Chapter 624 mandates a quarterly report on the outcomes of the transition and expected costs. This report covers activities and updates since the last report (submitted November 30, 2023) up to the Stakeholder Advisory Group’s meeting on March 27, 2024.

*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.***

Progress of the Transition

Program Transition Complete

All programs have functionally transitioned to Virginia Works (aka Department of Workforce Development and Advancement) as of January 16, 2024. The functional transition of staff to Virginia Works occurred from October 2023 through January 2024, included new agency leadership and reporting structures, but not a physical location change. All determined programs and functions have transitioned from the Virginia Employment Commission (VEC), Department of Labor and Industry (DOLI) and Virginia Community College System (VCCS) to Virginia Works with great success, supported by a proactive communication and change management plan.

Heading into the functional transition, it was recognized the most significant change management impact is around the Title 1 team from VCCS as their transition is not a clean lift and shift as their work crosses many functions, and several individuals took alternative positions at VCCS; and the registered apprenticeship team transitioned without senior leadership due to a retirement and transfer to another agency. The assistant director for registered apprenticeship has since been named and is the senior leader of the team. We are actively recruiting for current vacant positions in both program areas.

Communications and Change Management

A robust, formal communications and change management plan was developed and executed upon to connect all transitioning staff ahead of their transition to Virginia Works. These engagement activities provided team members moving to the new agency 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: Ten agency-wide meetings have been hosted by the 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, human resource considerations, and other topics that brought up by participating staff. Given the completion of the functional transition, the Town Halls will now focus on the physical transition, connecting programs with each other to promote collaboration within the agency and spotlighting employees and their work.

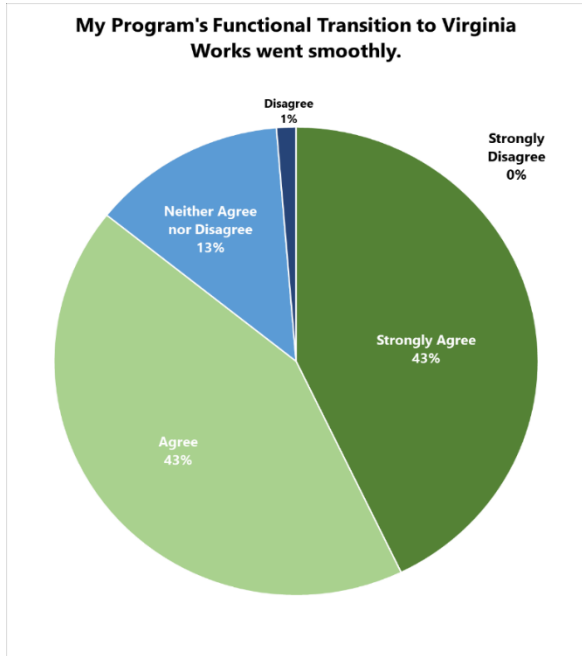
Virginia Works & Advance Newsletter: A monthly newsletter goes out to all transitioning employees and provides a deeper dive into transition activities, program highlights, and other fun and engaging information for employees of Virginia Works. Ten editions of newsletter have been delivered to date.

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

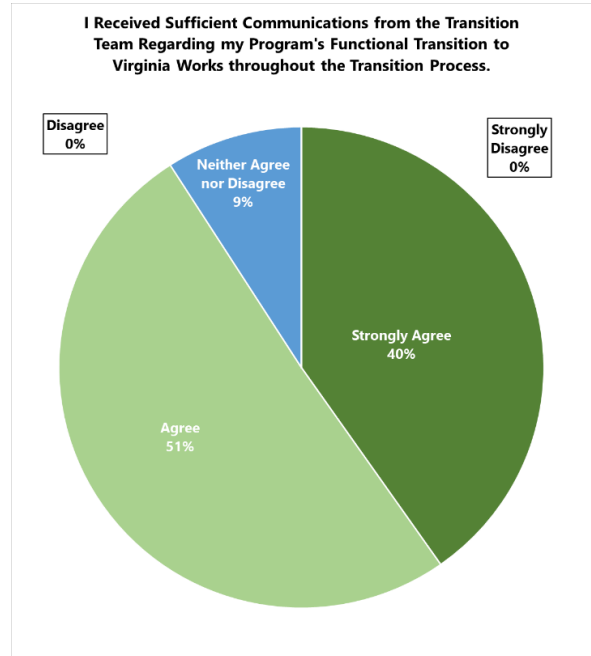
Managers Sync: Weekly and bi-weekly short meetings as needed with transitioning managers heading into the functional transition – depending on program size - leading up to, during, and after the transitioning month to check in, provide any resources, updates, collect feedback and any need for extra support.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

Surveys: Pre- and post-transition surveys are provided to each group of transitioning employees and feedback informs the iteration of future materials. Nine surveys were delivered. Below are the results from the submitted post-transition surveys collected across all employees who transitioned to the new agency.

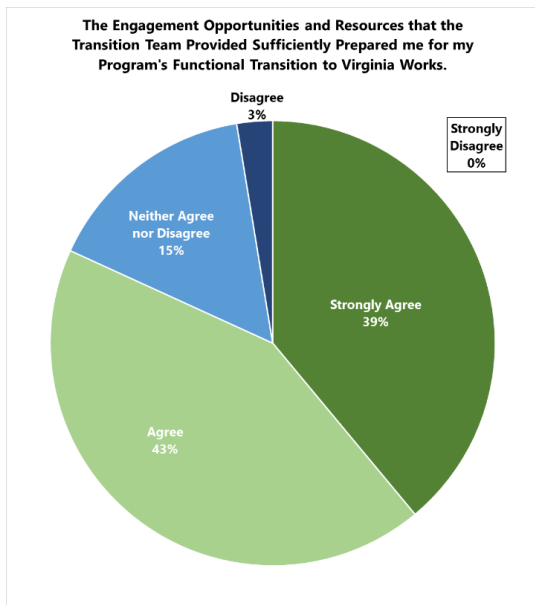
86% of employees strongly agreed or agreed that the Functional Transition went smoothly.



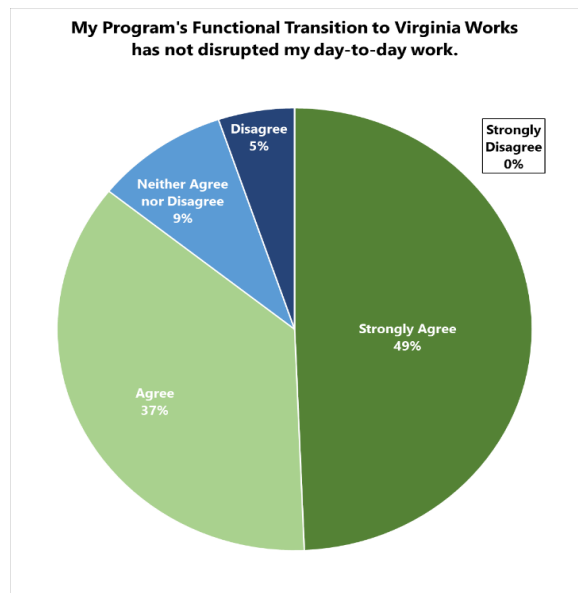
No employees thought there was a lack of communication from the Transition Team.



82% of employees strongly agreed or agreed that the engagement opportunities prepared them for the Functional Transition.



86% of employees strongly agreed or agreed that the Functional Transition did not disrupt their day-to-day work.



Fiscal and Physical Transition

The Virginia Works team is eagerly anticipating the fiscal and physical transition of staff to after July 1, 2024, and will include a physical work location change to the Virginia Works central office in the Richmond area, new email addresses, and payroll will begin to come from the new agency. This final transition will make the cohesiveness of the team more apparent and allow for a complete, coordinated administration of the agency – as it is a current cultural challenge to not have a central headquarters in the Richmond area. A new central office will be selected following an in-depth evaluation and negotiation process working with Department of General Services (DGS). A robust change management plan is in development to support the physical transition, in conjunction with the communications and other engagement during the post-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 put in place, and implementation will begin.

Starting July 2024, a shared-services model with the Virginia Employment Commission will be adopted for most back-office functions including human resources, finance, procurement, internal audit, and some information technology. In the meantime, we have forged strong relationships with the fiscal and human resources teams amongst the four entities.

The finance director at VEC is working around-the-clock with the U.S. Department of Labor to manage the transition of all the grants that fund the work of the new agency, in addition to coordination with the Virginia Department of Accounts and Planning and Budget. This is a significant lift to ensure that agency is operational since the vast majority of the funding of the agency comes from the federal government and paramount to seamless operations.

The fiscal transition also includes working with the Virginia Department of Human Resources, Virginia Retirement System and Department of Accounts to ensure all payroll, health and retirement benefits transition to the new agency without any impact on Virginia Works team members.

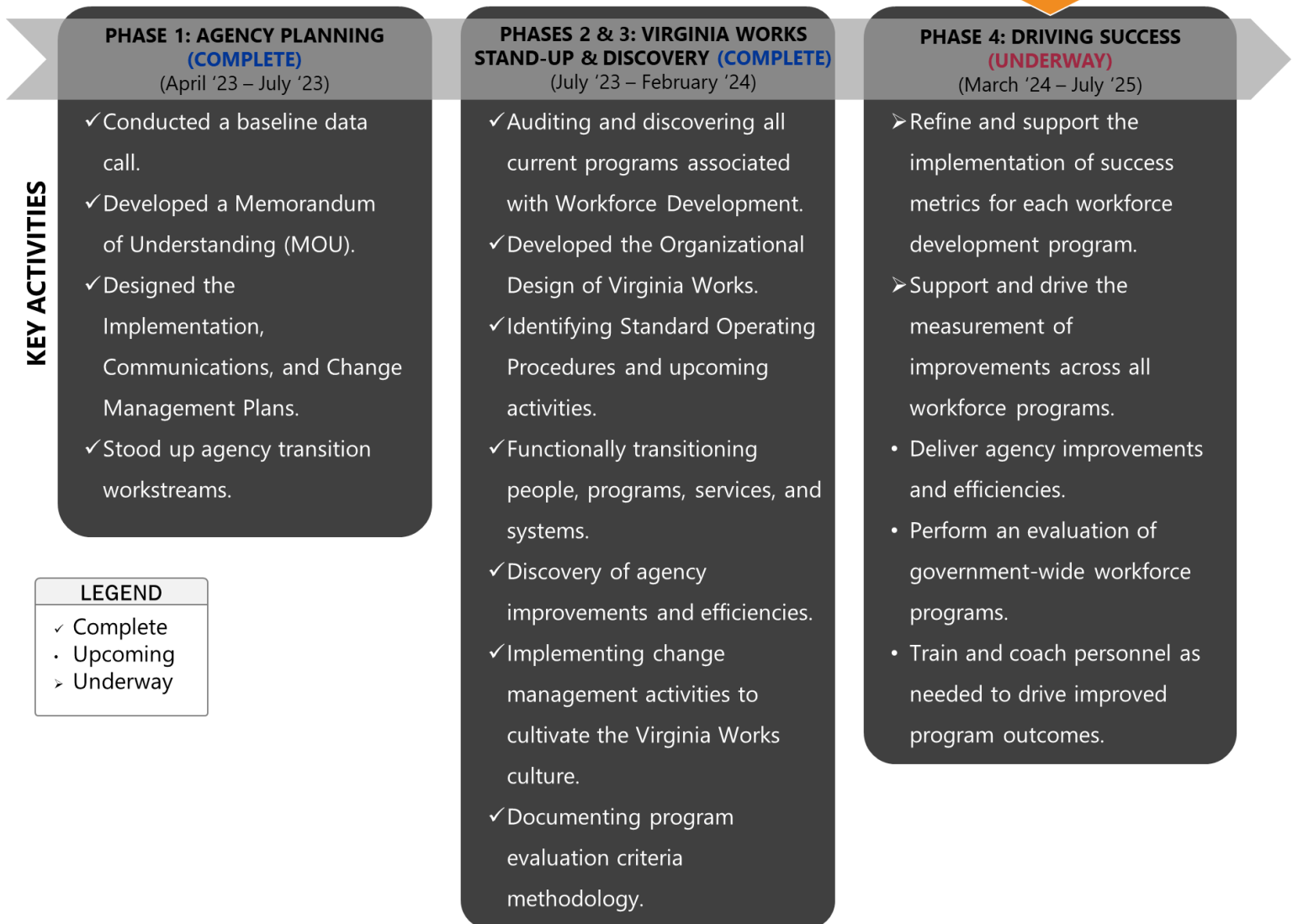
The transition of technology is an unprecedented effort in the Commonwealth as we transition the individual profiles, devices, and data systems to Virginia Works without interruption. The VEC team is leading extraordinary work in coordination with VITA and VITA suppliers to make this happen and minimize impact. As Carrie Roth, Director of Virginia Works, transitioned from VEC to the new agency, she is employee one to make sure it is all tested and ready to go prior to the rest of the team members transition pre-, post- July 1st.

Agency Stand Up: Activities

The establishment of Virginia Works, including the transition of people, programs, services, and systems takes place over four distinct phases and runs 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. Now that the programs have functionally transitioned, Director Roth and her leadership team have begun to focus on agency success, including service area process improvement.

We are here



Phase 4: Driving Success | High-Level Activities

An integral part of the “Driving Success” phase of the Agency’s Stand Up is that of supporting and driving the measurement of improvements across all service areas within the agency. To drive improved program outcomes and being to stand up new functions within the agency, a process improvement initiative kicked-off in March 2024. The Virginia Works’ Process Improvement Initiative is an opportunity for employees to get involved and engaged in the co-creation of initiatives to improve the way that service areas operate. This is an opportune time to reflect on current mission, processes, and partnerships to continue creating success stories across the Commonwealth. Service areas will be engaged in sprint cycles - bringing together working groups to brainstorm initiatives and drive change. Each sprint consists of three phases with clear activities to assist the working groups in their development, prioritization, selection, and implementation of initiatives.

Sprint Phases & Activities

Working Group Development

- *Align on goals, responsibilities, and a calendar of activities*
 - *Host Kick-off and lead mission-focused discussion within Working Groups*
-

Initiative Discovery

- *Brainstorm challenges and solutions across identified focus areas*
 - *Align prioritized solutions into upcoming activities*
 - *Validate prioritized initiative plan before starting implementation*
-

Implementation

- *Begin to implement activities and initiatives across Service Area*
 - *Share initiative updates on a recurring basis*
-

To date, the working groups for three initial service areas (Rapid Response/EIA, Reemployment Services and Eligibility Assessment/EIA & Monitors) have been assembled and leads have been selected and engaged with. In the coming months, the working groups will participate in several working sessions and discussions to align on key initiatives, the measurements of success and begin to implement solutions toward improving their service area within key focus areas such as partnerships, collaboration, agency integrations and operations to name a few.

Agency Transition Workstreams

Several workstreams have been heavily involved in contributing agency-specific knowledge that helped facilitate a smooth transition of people and programs. The workstreams consist of Commonwealth of Virginia subject matter experts from the various agencies that advised on the stand up of the agency and helped refine the 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, finance system updates, a grant transfer process and schedule, registering the new agency with the Internal Revenue Service (IRS), and reappropriation/reallocation of general funds. The team has also held several meetings with the US Department of Labor (USDOL) regarding the timing of the transfer of grants to Virginia Works, personnel transfer, and expense carry-over.
 - 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 for securing a new physical office space for the agency. Test fits were completed, and final evaluation/selection underway.
 - d. Shared Services: Shared Services has worked to establish all the necessary HR and fiscal management processes.
2. Program Administration
 - a. Procedures: Programmatic specific procedures have been collected and management report cards were created for each transitioning program to validate program information.
 - b. Compliance: Compliance dependencies have been collected and tracked from all programs that have transitioned for this year.
 - c. Regulatory Reporting: Programmatic regulatory requirements have been collected for all transitioned programs and performance measures were established for programs.
 - d. Grants Management: Work has included the tracking and cataloging of available grant opportunities and the stand up of the Grants Management Department.
3. Employee Experience
 - a. Human Resources: An in-depth evaluation, led by Department of Human Resource Management (DHRM), has continued to ensure consistent alignment to transitioned employees' role titles, work titles, Fair Labor Standard Act (FLSA) status, Equal Employment Opportunity (EEO) Category, and salaries across comparable job functions. The HR team has led hiring efforts for several

- vacancies across the programs.
- b. Communications: As outlined in the communication and change management section, the communications workstream has been supporting employee engagement across the completion of the employee transition to the new agency as well as the wide-spread use of new brand materials.
4. Data, Technology, and Analytics
- a. IT Infrastructure: Ongoing coordination has continued between Virginia Information Technology Agency (VITA) for the movement of users and device migrations from both VEC and DOLI. The workstream has also created a plan to provide equipment to the VCCS team members as they begin to physically work at the new agency. Evaluations of potentially necessary Memorandum of Understandings (MOUs) and data sharing agreements is underway.
 - b. Landing Page/Technology Hub: The website domain was placed by VITA into the proposal sprint that started on February 21st. An initial landing page was then created by the workstream for the new agency under the name of virginiaworks.gov.

The project management tool, SmartPMO, has continued to be 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 and 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 Director Roth and the Secretary of Labor.

Organizational Design

The Organizational Design was solidified in October 2023 and the socialization process occurred as each group transitioned to the new agency. The High-Level Organizational Design for the DWDA (shown below) includes four distinct new functions around work-based learning, external business engagement, metrics, and grants development.

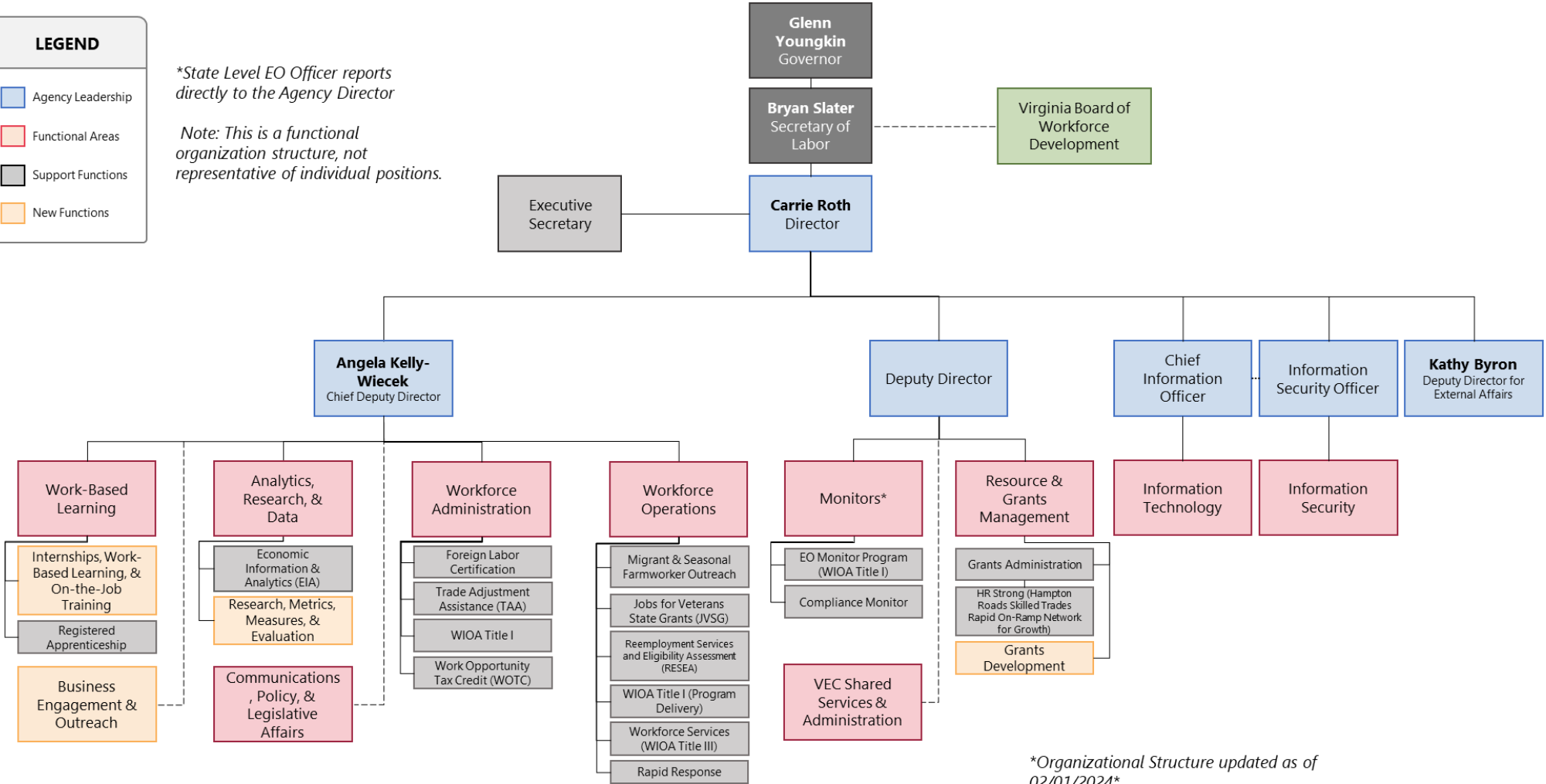
Virginia Works High-level Organizational Chart

LEGEND

- Agency Leadership
- Functional Areas
- Support Functions
- New Functions

**State Level EO Officer reports directly to the Agency Director*

Note: This is a functional organization structure, not representative of individual positions.



Organizational Structure updated as of 02/01/2024

2024 Legislation

Del. Walker (HB544) and Sen. Suetterlein (SB436) introduced legislation to make some administrative changes to the section of the Code of Virginia for Virginia Works (Department of Workforce Development and Advancement). Based on information learned during the development of Virginia Works, the legislation makes several changes to improve how the agency delivers workforce services. Updates include:

- Changes to the title of the Director of the Department of Workforce Development and Advancement to the Commissioner of Workforce Development and Advancement.
- Deems the Department responsible for providing the official list of high-demand occupations to eligible educational institutions providing consistency across the programs.
- Updates the membership of the Apprenticeship Council.
- Other technical changes.

[HB544](#) was defeated on the House floor. [SB436](#) was unanimously approved by both the Senate and House and is on its way to Governor Youngkin's desk for action by April 8th.

Beyond the Agency: Commonwealth-Wide Coordination on Workforce Development

§ 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 Virginia Works services and programs. In addition, 2.2-2042, provides for the agency to provide the mechanisms for the reporting. After a successful metrics pilot in the fall of 2023, the metrics effort was scaled out to workforce programs across the Commonwealth.

In January 2024, workforce programs across 20 state agencies, spanning nine secretariats, were engaged for the initial metrics collection period. Programs self-identified "data owner" representatives who were responsible for the tracking and submission of data informing the requested metrics. The Virginia Works coordinating team initiated the collection of six initial baseline metrics. Those metrics were:

1. People Trained
2. Job Placements
3. Total Program Cost
4. Starting and Progressed Wage Growth
5. Job Retention Rate
6. Cost Per Placement (or Participant if program does not place individuals)

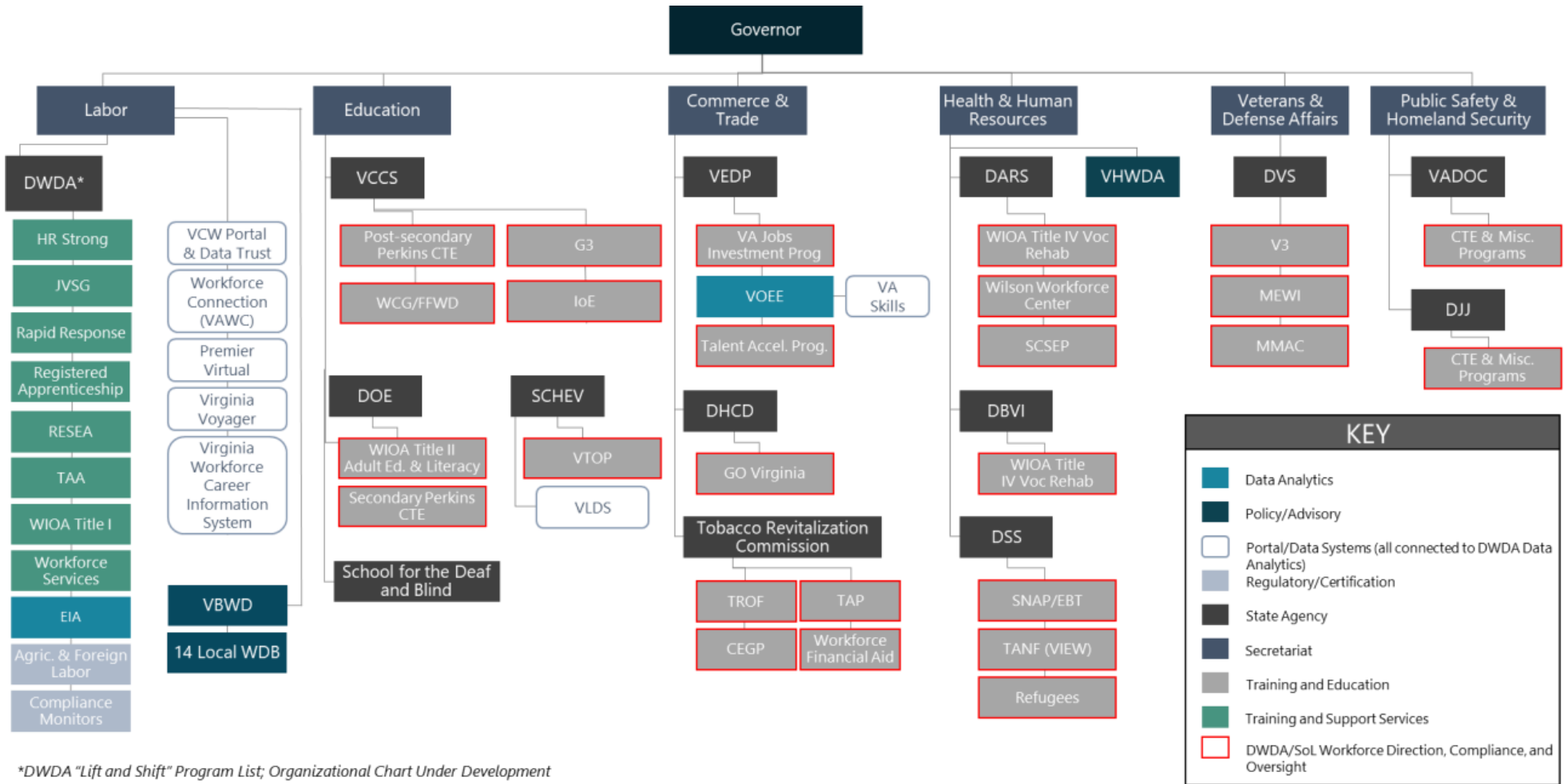
The initial metrics reporting period, which concluded at the end of February 2024, intended to engage programs and collect as much meaningful insight and context regarding their nuanced operations, in addition to collecting quantitative data. Due to the nature of programmatic design and purpose, responsible for the delivery of different types of services, not all programs could submit data for each of the six metrics. Throughout March, the Virginia Works Metrics team has been coordinating with programs, regarding their responses, to collect meaningful and informative information.

The team conducted significant analysis on the data submissions received and findings from the initial collection period are anticipated to be shared with programs and additional stakeholders this spring. Additionally, 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 later in 2024. Metrics collection is anticipated to be repeated on a quarterly basis; however, it is acknowledged that an annual cumulative view of programmatic data will yield the most comprehensive view informing baselines.

The metrics effort has relied on a growing and significant partnership between Secretary of Labor's Office, the Virginia Works Metrics Team, and all the workforce programs across the Commonwealth. Ultimately, metrics tracking and reporting for state workforce programs will increase customer and stakeholder transparency, enable historical measurement of programmatic success, and leverage data-driven insights to inform improvements.

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.

Workforce Development Programs Post July 2023



*DWDA "Lift and Shift" Program List; Organizational Chart Under Development

The following set of programs have been engaged as part of the on-going metrics tracking and reporting effort. The 72 programs within this list are either currently being tracked for the initial reporting period or are slated to begin reporting in the following reporting period.

Agency	Program List <i>as of 3/26/2024</i>
COMMERCE AND TRADE	
DHCD	Broadband Equity, Access, and Development Program (BEAD)
	Growth and Opportunity Fund (GO Virginia)
VCEDA	Workforce Development and Training Fund
VEDP	Advanced Manufacturing Talent Investment Program and Fund Pilot
	Semiconductor Career Certification Program
	Talent Accelerator Program
	Tech Talent Investment
VIPC	Virginia Jobs Investment Program (VJIP)
	Commonwealth Center for Advanced Manufacturing
VIPC	Commonwealth Cyber Initiative
	Commonwealth Cyber Initiative
Virginia Energy	Training for Residential Energy Contractors (TREC)
EDUCATION	
VDOE	Adult Education
	Microsoft IT Program
	Path to Industry Certification
	Perkins
	PluggedIn Virginia
	Work Based Learning Coordinators
	Workplace Readiness Skills Assessment
SCHEV	Innovative Internship Program
	New Economy Workforce Credential Grant (aka FastForward)
SVHEC	SVHEC Workforce Training Programs
VCCS	Get Skilled, Get a Job, Give Back (G3) Innovation and Program Grants
	Institutes of Excellence for Non-Credit Training and Instruction
	Non-Credit Workforce Training
	Postsecondary Career and Technical Educations (PERKINS)
ODU (Old Dominion University)	Commonwealth STEM Industry Internship Program (CSIIP) at the Space Grant Consortium
HEALTH AND HUMAN RESOURCES	
DARS	State General Vocational Rehabilitation (VR) Program
	Senior Community Service Employment Program (SCSEP)
DBVI	Learning Excellence in Academic Programs (LEAP)
	Learning Independence, Feeling Empowered (LIFE)
	Vocational Rehabilitation Program
DSS	Family Engagement Services

	Refugee Support Services Program
	Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)
	Virginia Initiative for Building Earning Capacity of Parents
	Virginia Initiative for Employment Not Welfare (VIEW)
	Virginia Refugee Resettlement Program
VDH	ARC J-1 Waiver
	CNA Nursing Scholarships
	Earn to Learn Nursing Education Acceleration Program
	Health and Human Services Waiver Program
	MMNSP Nursing Scholarships, LPN & RN
	National Interest Waiver Program
	Nurse Educator Nursing Scholarships
	Nursing Preceptor Incentive Program
	Nursing Scholarships Long-Term facility (CAN, LPN, RN)
	Nursing Scholarships Nurse Practitioner / Nurse Mid-Wife
	Virginia Behavioral Health Student Loan Repayment Program
	Virginia Conrad 30 Waiver Program
	Virginia Student Loan Repayment Program
	Virginia Student Loan Repayment Program, Delta Dental Foundation Extension
Virginia Student Loan Repayment Program, Tobacco Extension	
LABOR	
Virginia Works	Registered Apprenticeship
	Employment Service Program
	Foreign Labor Certification
	Hampton Roads Skilled Trades Rapid On-ramp Network for Growth (HR STRONG)
	Jobs for Veterans (JVSG)
	Reemployment Services and Eligibility Assessment (RESEA)
	Trade Adjustment Assistance (TAA)
	Work Opportunity Tax Credit
	WIOA Adult
	WIOA Dislocated Worker
WIOA Youth	
NATURAL AND HISTORIC RESOURCES	
VMRC	Waterman's Apprentice Program
PUBLIC SAFETY	
DFP	Training and Professional Development
DJJ	Workforce Development Initiative
DOC	Apprenticeship
	Career and Technical Education (Vocational)
	Work Certifications
VETERANS AND DEFENSE AFFAIRS	

DVS	Military Education & Workforce Initiative (MEWI)
	Military Medics and Corpsman Program (MMAC)
	Virginia Values Veterans (V3)

**60 out of 72 programs in this list were tracked within the initial reporting period. The remaining were identified later in the process and will be included in the second round of reporting.*

Commonwealth-Wide Town Hall and Additional Engagement

The next Commonwealth-wide Town Hall has been scheduled for April 18, 2024, where we plan to dive deeper into the continued collection of data from the Metrics Team and recent success stories. The continuous execution of this town hall is an important effort that aligns program leaders across the executive branch, establishing a precedence of tracking metrics to bolster and better understand programmatic impact. Much of the progress outlined and information provided earlier in this section of the report will be communicated during the Commonwealth-wide Town Hall. The group will also highlight what activities have been completed since the group last convened, the activities that are underway and what to expect next.

In addition to the Town Halls, Deputy Secretary for Workforce Development Overley, Director Roth, Chief Deputy Director Kelly-Wiecek, Deputy Director for External Affairs Byron, and others have continued to engage 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.

In addition, Virginia Works is in the customer-discovery and design phase for a technology hub that will serve as the virtual one stop for job seekers and employers, while fulfilling needs for data sharing and reporting across agencies and programs at the state and local level. Requirements for this technology hub have been developed for a request for proposal.

Cost of the Transition

ACTUAL EXPENSES:

Item	Cost	Timeframe	Additional Notes
Cost of Contractor	\$1,975,127	July 2023 - February 2024	
Cost of DWDA Transition	\$91,996	July 2023 - February 2024	These are costs incurred at VEC for DWDA transition including VEC IT employee expenses.
Cost of DWDA Operations	\$225,275	October 2023 - February 2024	DWDA admin salaries/benefits, VITA costs, rent and portion of indirect associated with hours.
Expected Cost of Physical Transition	\$1,991,226		This includes administrative costs, IT costs (e.g., website, circuits, application transfer, user, and device migration, etc.), and facility costs including moving and furniture.

Note: The 2024 Budget Conference Report includes \$1.5M for transition costs.

FUTURE OPERATING COSTS:

It is too early for us to calculate on-going operating costs once the agency is fully operational as we will be finalizing various inputs, most importantly federal allocations to the agency programs.

Appendix

Virginia Works: 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

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 Weibert

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
Webert 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.

NOVEMBER 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:

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

Mark Herzog

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 Webert

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 Overlay, 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 Florida

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