



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

AS OF OCTOBER 29, 2024

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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 March 2024) up to July 1, 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.***

2024 LEGISLATION

In the 2024 session, SB436 (Suetterlein) was introduced to make administrative changes to the section of the Code of Virginia for Virginia Works (Department of Workforce Development and Advancement). SB436 passed the General Assembly *unanimously* and was signed into law by Governor Youngkin on 04/10/2024. The updates to the Code of Virginia went into effect on 07/01/2024 and include:

- Virginia Works is responsible for providing the official list of high-demand occupations to eligible educational institutions providing consistency across the programs.
- The membership of the Apprenticeship Council was updated to include the Director of the Department of Professional and Occupational Regulations, the Commissioner of Labor and Industry, the Superintendent of Public Instruction (or their designated representatives), and two representatives of workforce training programs - one of whom shall represent an employee organization.
 - The Apprenticeship Council now meets on a quarterly basis.



- The Director of the Department of Workforce Development and Advancement is now the Commissioner of the Department Workforce Development and Advancement.
- Other technical changes:
 - Virginia Works, rather than the Virginia Community College System, is responsible for consulting with the Governor to develop a formula that provides 30% of WIOA Adult and Dislocated Worker funds reserved by the Governor for postsecondary workforce training.
 - Specific workforce development programs, workforce education and training programs, and workforce services programs now share data in the workforce data trust.

THE STAND UP OF VIRGINIA WORKS

The establishment of Virginia Works, including the transition of people, programs, services, and systems has taken place over four distinct phases and runs through FY 2025. They include Agency Planning, Stand Up and Discovery, and Driving Success. Phases 1 – 3 are complete and Phase 4 is underway.

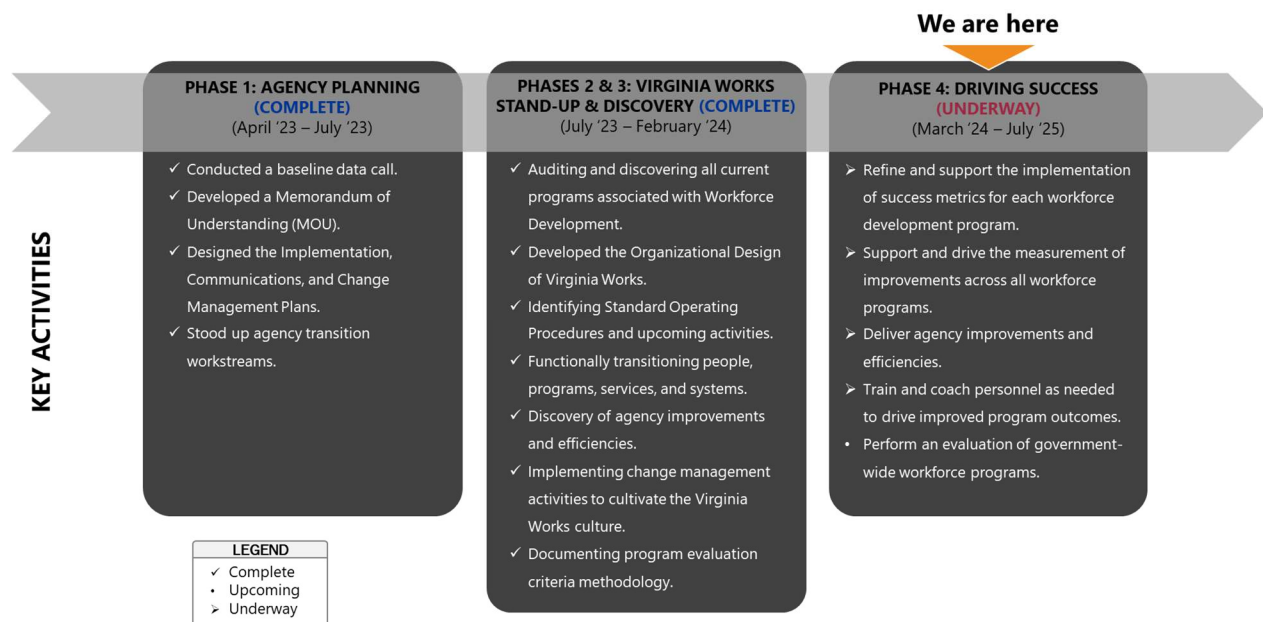


Figure 1 Phased Stand Up Activities



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, the Commissioner and agency leadership team have begun to focus on driving agency success, including service area process improvement. The sections below provide a high-level overview of each completed phase of the Stand Up, with deeper detail provided on the current work occurring in Phase 4.

PHASE 1: AGENCY PLANNING | HIGH LEVEL ACTIVITIES

In Phase 1 of the Agency Stand Up, with the help of a Deloitte Consulting support team, the transition team conducted a baseline data call to collect data, documentation, processes, and financials around each service area transitioning to Virginia Works, resulted in the documentation of processes, policies, reports and operations across all programs transitioning to Virginia Works. The team also drafted, finalized and executed on a Memorandum of Understanding that established an agreement between the Virginia Employment Commission (VEC), Department of Labor and Industry (DOLI), Virginia Community College System (VCCS) and Virginia Works that from June 30, 2023 through July 1, 2024, VEC, DOLI and VCCS would continue to provide all necessary financial, compliance, HR, facilities and IT support for Virginia Works employees post their functional transition to the new agency.

The Agency Planning phase also included the development of a robust change management plan to support the functional transition of employees from VEC, DOLI and VCCS to Virginia Works. Further information on this plan and the execution which occurred in Phase 2 of the Agency Stand Up, are provided in [Appendix E](#).

Finally, several transition workstreams were stood up in this planning phase to drive transition related activities across the following areas:

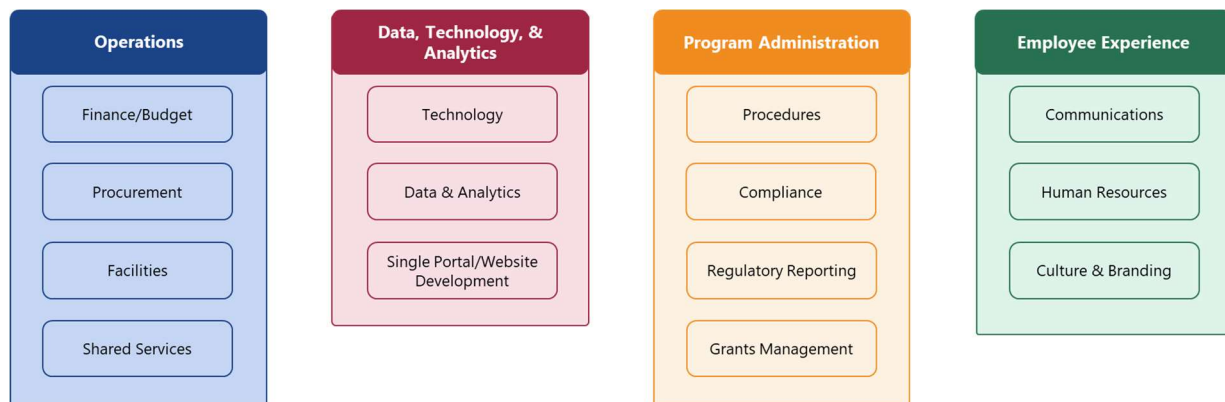


Figure 2 Workstreams and Sub Workstreams



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. The establishment of these groups was integral to facilitating a smooth transition of people and programs and continues to be critical as we are now navigating the fiscal and physical transition. During each Progress Report, we provide an updated table of high-level activities that this group has accomplished during the quarter being reported on. Please refer to [Appendix A](#) for the latest activities. The team has continued to track the activities, milestones, and phases of each workstream across the entirety of the agency stand up. Inputs are updated, tracked daily and used to inform bi-weekly transition update meetings with the Secretary of Labor, Commissioner Overley, and other leadership and is visible across workstreams. The bi-weekly transition update meetings provide the opportunity for workstream leads to report on progress and raise any decision points for the Commissioner and the Secretary of Labor.

PHASE 2 AND 3: AGENCY STAND UP AND DISCOVERY | HIGH LEVEL ACTIVITIES

During Phase 2 and 3 of the Agency Stand Up, Virginia Works leadership largely focused on ensuring that employees transitioning to Virginia Works were provided with meaningful information, support, and change management activities to facilitate a smooth transition that did not interrupt service delivery.

THE FUNCTIONAL TRANSITION OF EMPLOYEES TO VIRGINIA WORKS

The programs were transitioned in a phased approach. In the weeks and months leading up to – and during – each transition, individual programs were engaged directly with an array of change management activities to welcome them into the new agency. The functional transition was so successful that both Registered Apprenticeship and VCCS WIOA Title I's transition dates were moved up; all 14 programs functionally transitioned to Virginia Works by January 16, 2024, two months ahead of schedule.



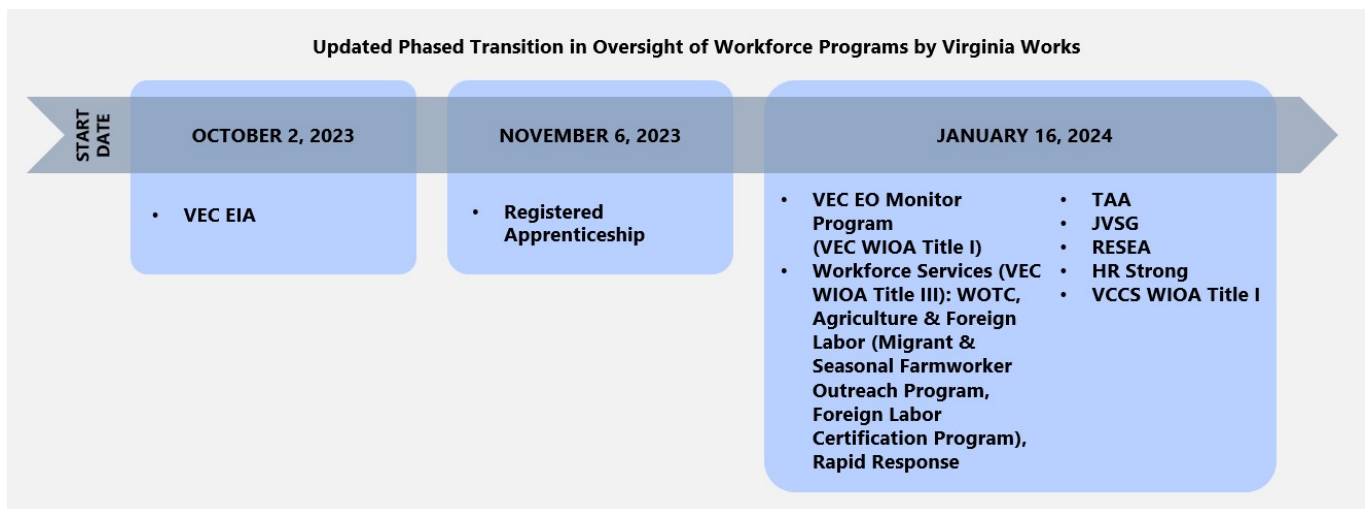


Figure 3 Program Transition Timeline

COMMUNICATIONS & CHANGE MANAGEMENT FOR THE FUNCTIONAL TRANSITION

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, additional tools were deployed such as monthly Virginia Works Town Halls, the monthly Virginia Works & Advance Newsletter, office hours, managers syncs, surveys and culture/branding focus groups. The change management activities conducted to support a smooth functional transition were very successful as demonstrated by employee feedback collected through a post- functional transition survey. For more information on the agency’s mission, vision, the functional transition and takeaways from the employee survey, reference [Appendix B](#), [Appendix C](#) and [Appendix E](#).

ORGANIZATIONAL DESIGN

The agency’s organizational structure was solidified in October 2023 after working iteratively using data acquired during the baseline data call and the socialization process occurred as each group transitioned to the new agency. 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. The updated organizational chart can be found in [Appendix F](#).



Programs that are now delivered within Virginia Works can be found in the below graphic.

Transferred Programs		
Registered Apprenticeship	Foreign Labor Certification	Migrant & Seasonal Farmer Outreach
Economic Information & Analytics (EIA)	Coordination of Local Workforce Services (WIOA Title I)	Jobs for Veterans State Grants (JVSG)
Reemployment Services & Eligibility (RESEA)	Trade Adjustment Assistance (TAA)	State Workforce Services
Work Opportunity Tax Credit (WOTC)	Layoff Aversion & Assistance (Rapid Response)	EO & Compliance Monitors

Figure 4 Programs Transferred from VEC, DOLI and VCCS Now Operational Within Virginia Works

Virginia Works also includes four distinct new functions around work-based learning, external business engagement, metrics, and grants development.

New Functions	
Internships, Work-Based Learning, & On-the-Job Training	Coordinates with Business Engagement & Outreach, as well as training institutions, to develop internships and other work-based learning and OJT programs
Grants Development	Builds and executes a private, state, and federal grant-funding strategy
Business Engagement & Outreach	Partners with businesses, associations, and employee organizations to anticipate and be responsive to business talent needs
Research, Metrics, Measures, & Evaluation	Leverages data insights to improve coordination, outcomes, and efficiency across the Commonwealth's workforce programs and partner organizations

Figure 5 Four New Functions Within Virginia Works



PHASE 4: DRIVING SUCCESS | HIGH LEVEL ACTIVITIES

Virginia Works is now in Phase 4 of the Agency Stand Up, focused on driving success through the evaluation and improvement of programs within the agency and the physical transition of employees to Virginia Works. The physical transition, also known as Virginia Works Go-Live, was completed on July 1st. To learn more about Go-Live, see Appendix D.

VIRGINIA WORKS PROCESS IMPROVEMENT SPRINTS

An integral part of Phase 4 of the Agency's establishment is that of supporting and driving the measurement of improvements across all service areas within the agency. To drive improved program outcomes and begin to stand up new functions within the agency, a robust process improvement sprint kicked-off in March 2024. The Virginia Works Process Improvement Sprint is an opportunity for employees to get involved and engaged in the co-creation of initiatives to improve the way that service areas operate across three main focus areas: Functional Operations, Integration and Collaboration and Engagement with External Partners and Customers – with an overall goal of improving service delivery for customers.



Figure 6 Process Improvement Mission Statement

This is an opportune time to reflect on each service area's 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. Each sprint lasts approximately nine weeks, followed by ongoing implementation.



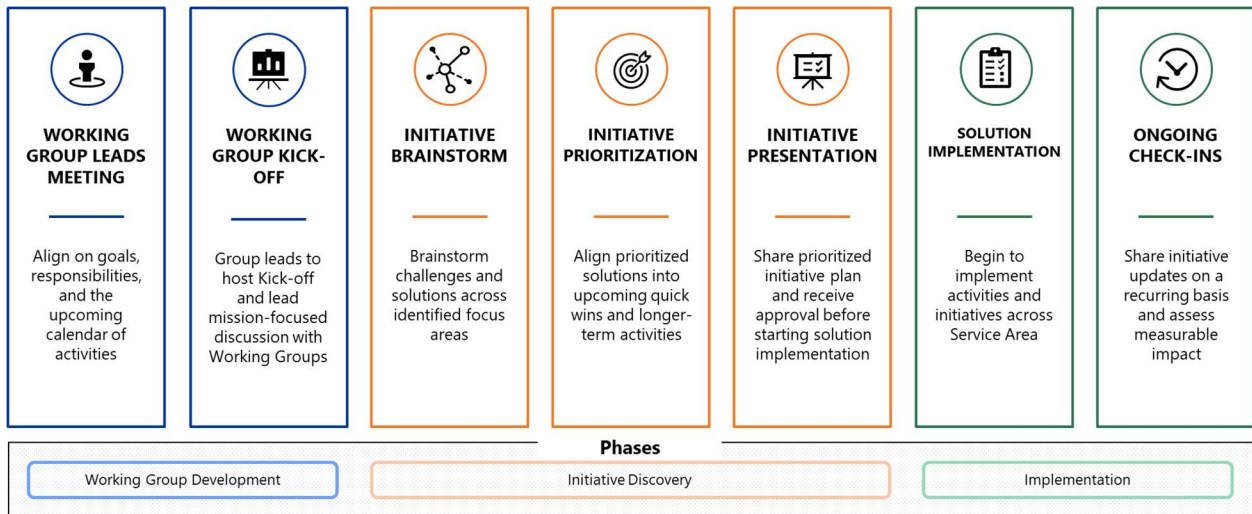


Figure 7 Overview of Sprint Activities Across Three Phases

There are five sprint cycles in total, four of which include focus on distinct Service Areas. The fifth sprint cycle is a cross-agency sprint focused on agency-wide initiatives to improve the overall agency operations and service delivery.

The following diagram illustrates the schedule and participating Service Areas for each sprint.

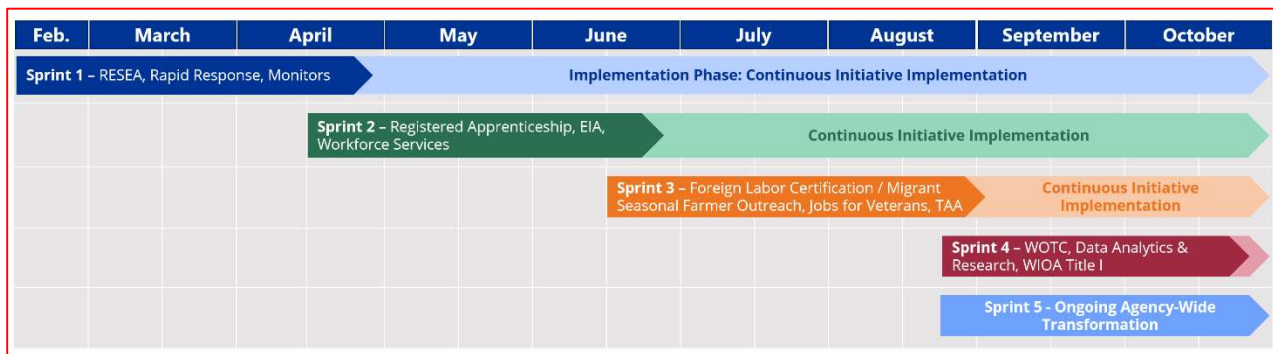


Figure 8 Sprint Execution Timeline

The selected initiatives from Sprints 1-3 are well into the implementation phase of their respective sprints. Each service area in sprints 1-3 have developed a set of initiatives that will help move towards the goals listed below. The Working Group Leads participate in recurring bi-weekly check-ins with Virginia Works leadership to report out on progress, discuss any roadblocks, and gain leadership input as each initiative progresses. As part of the sustainment efforts for each sprint group, the Working Group leads continue to identify new ways to capture informative data and ways to collaborate with one another to build on the successes of all the initiatives in progress.



Sprint 1: RESEA, Rapid Response, Monitors

MONITORS

To ensure local, state and federal compliance is met and provide technical assistance to promote equal opportunity and continuous improvement across Virginia's workforce programs.

GOAL 1

Increase internal coordination across EO Monitors and Non-EO Monitors to **limit disruption to customer service and promote efficiency in the workforce centers.**

GOAL 2

Share best practices and increase education across all Monitoring groups to **standardize the delivery of services to workforce centers.**

GOAL 3

Better understand the experience of Monitor's customers (local workforce center employees) and **identify customer facing opportunities to improve in monitoring engagement activities.**

RESEA

Providing comprehensive support, encouragement, and hope to job seekers by offering resources, training, and career development opportunities to facilitate their timely return into Virginia's workforce thereby fostering personal success, economic growth, and empowerment.

GOAL 1

Increase internal coordination and share best practices across the RESEA team members to **standardize services and build united relationships with customers.**

GOAL 2

Further RESEA market presence and engagement with employers and job seekers **to increase claimant job placement while reducing the time for placement.**

RAPID RESPONSE

To help at-risk businesses and employees impacted by layoffs plan through proactive engagement, education, and empowerment to get Virginians back to work quickly.

GOAL 1

Invest in tools and conduct proactive outreach within and outside of the agency to **expand the portfolio of relationships and engage employers earlier.**

GOAL 2

Establish stronger collaboration and teaming environment within the Rapid Response team to **foster a community backed by shared values, transparency and development.**

Sprint 2: Registered Apprenticeship, Economic Information & Analytics, Workforce Services

REGISTERED APPRENTICESHIP



Fostering skill advancement and workforce development through employer-driven Registered Apprenticeship training programs, supporting the creation of sustainable talent pipelines to meet Virginia's evolving industry needs.

GOAL 1

Develop guides and handbooks to educate RAC's on other Service Areas to **Enhance educational offerings and expand resource capabilities.**

GOAL 2

Establish communication channels and Service Area cross collaboration to **Strengthen communication strategies and organizational alignment.**

ECONOMIC INFORMATION & ANALYTICS

To collect, produce, analyze and disseminate timely and accurate labor market information, empowering customers across the Commonwealth to make informed economic and policy decisions.

GOAL 1

Improve Data Products by implementing process efficiency and automation opportunities.

GOAL 2

Enhance EIA value for customers by uniquely marketing and branding products tailed to specific customer needs.

GOAL 3

Increase Collaborating and Cross-training to **boost regional specialization.**

WORKFORCE SERVICES

Connecting job seekers with meaningful employment opportunities, fostering career development, and supporting businesses in finding qualified candidates.

GOAL 1

Create Workforce Services SOP's and implement a service tracking system to **enhance system development and staff learning.**

GOAL 2

Document best practices and continuous improvement efforts to **expand the framework of quality standards and adopt best practices.**

GOAL 3

Provide consistent technology and communication updates and align outreach to **standardize communication strategies and develop a unified outreach plan with stakeholders.**



Sprint 3: Foreign Labor Certification/Migrant Seasonal Farmworker Outreach, Jobs for Veterans, Trade Adjustment Assistance

FOREIGN LABOR CERTIFICATION / MIGRANT AND SEASONAL FARMWORKER OUTREACH

FLC: Promote job opportunities to U.S. job seekers to test the labor market, support employers in securing a stable workforce, and ensure that the importation of foreign workers will not adversely affect the wages and working conditions of United States workers similarly employed.

MSFW: Offer the full range of employment services, benefits and protections, including counseling, testing, and job and training referral services to migrant and seasonal farmworkers (MSFWs) whose needs may not be served in the local office. Meet MSFWs where they live, work and congregate to offer such services.

GOAL 1
Support staff needs through specialist-based management and new learning opportunities **to standardize workforce training for a better prepared workforce.**

GOAL 2
Identify new technology to support FLC/MSFW operations **to better track labor camp information, employer records, and have access to real time information.**

GOAL 3
Enhance partnerships with external agency operations and assist employers in the certification process **to enhance interagency coordination, improve service delivery, and optimize resources.**

JOBS FOR VETERANS STATE GRANTS

To fulfill President Lincoln's promise 'To care for them who shall have borne the battle, and for their widow, and their orphan' by advocating for and securing employment for eligible veterans, military spouses, transitioning service members and other eligible persons.

GOAL 1
Enhance information-based digital outreach and advertisements for JVSG programs and veteran services **to increase awareness to veterans that have never heard of the program.**

GOAL 2
Establish collaboration standards for partner engagement **to easily and effectively leverage partner services to prepare and place Veterans in suitable employment.**

GOAL 3
Streamline AJC staff operations through standardizing protocols and enhanced training resources **to better serve veterans and establish protocols around the referral process.**



TRADE ADJUSTMENT ASSISTANCE (planned program sunseting is occurring due to changes in funding at the Federal level)

Trade Adjustment Assistance is dedicated to helping workers impacted by job loss due to foreign trade return to suitable employment by providing case management, training, and reemployment services.

GOAL 1	GOAL 2	GOAL 3
Standardize case management practices and enhance coordination among teams to increase efficiency in the eligibility process.	Amplify information accessibility and visibility of TAA services on Virginia Works’ digital and public platforms to increase delivery of services and increase public awareness of the Trade program.	Optimize the co-enrollment process for an improved customer experience with faster enrollment, reduction of paperwork, and ease of access to services.

As Initiatives are being marked complete, the Working Group Leads are exploring opportunities to revisit new initiatives that were ideated on during the Initiative Discovery phase but were ultimately not selected for immediate focus. The Virginia Works’ process improvement initiative is an ongoing and iterative process that encourages Service Areas to explore continuous ways to improve to meet evolving team needs. The table below details the specific initiatives that the respective teams have marked complete to date.



COMPLETED INITIATIVES		
	Initiative	Purpose
MONITORS	Meeting of the Monitor Minds	To foster a unified team approach, share best practices, and resolve scheduling conflicts
	Research & Develop a Central Monitoring System	To streamline activities, identify personnel, and outline current state coordination
RAPID RESPONSE	Invest in Tools to Identify At-Risk Employers	To enable preventive measures for layoff aversion
	Increase Proactive Outreach & Early Warning	To enhance engagements and effectiveness across RR and related programs
	Increase Proactive Ways to Engage Other Than Word of Mouth	To establish the team as a consistent, statewide resource
	Facilitate Agency-Wide Training & Launch of Resources	To boost knowledge, awareness, and participation in RR and the Early Warning System
RA	Establish Communication Channel for Mission & Service Alignment	To receive Service Area updates, best practices, and management communications
	Develop a RAC Special Case Guide	To avoid inconsistencies in service delivery and establish a repository of past use case scenarios

Figure 9 Completed Sprint Initiatives

Sprint 4: WOTC, Data Analytics & Research, WIOA Title I – Launched in August

The Service Areas participating in Sprint 4 are as follows:

- Work Opportunity Tax Credit (WOTC)
- WIOA Title I*
- Data Analytics & Research**

The sprint teams recently started their Initiative Discovery phase in late August.

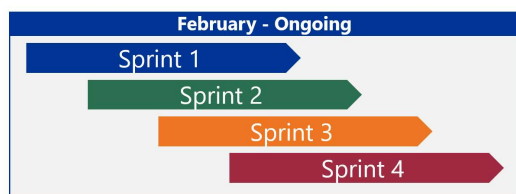
**Improvement of WIOA Title I's processes has been moved to Sprint 5, Ongoing Agency Level Transformation.*

***Given the recent stand-up of Data Analytics & Research, this group will be focused on further establishing administrative, operational, and service functions as they define their role within the Virginia Works team.*

Sprint 5: Ongoing Agency Level Transformation



In addition to implementing program-specific process improvements (Sprints 1 – 4), the Virginia Works agency leadership team is now beginning an effort to elevate those learnings across all functional areas of the agency through a cross-agency process improvement effort (Sprint 5) and defining a new service delivery model. A two-part Sprint 5 Workshop was held in Richmond in August and September, bringing together agency leadership and program leadership to create and map cross-agency initiatives that will make operations more effective for both our stakeholders and employees. The workshops identified two cross-cutting areas of focus. The first is communications and culture throughout the agency, with a need to better coordinate how teams work together to serve customers and work within “teams of teams” at the local and regional level with partners and stakeholders throughout this process. The second is on “next level” process improvement by better using data and technology to inform decisionmaking across each program and improve efficiency, effectiveness, and ways of working via standard, streamlined procedures.



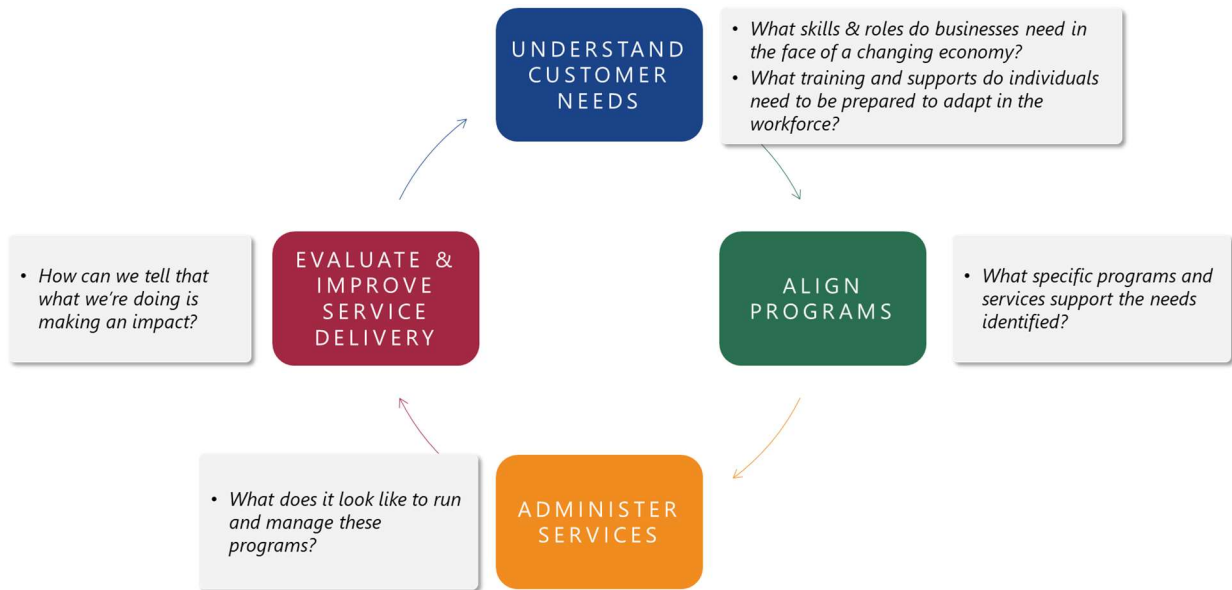
- This summer’s sprints involved **10 functional areas** that were “lifted and shifted” to the agency
- Staff leads for each sprint identified opportunities to **streamline and digitize processes**, connect **similar activities across programs** for knowledge sharing, and improve communications between and among teams
- Key aspect of this approach is **internal ownership and coaching** – teams identified, managed, and are now implementing and monitoring results of sprints along each step of the way
- Sprint teams are implementing **specific opportunities to improve technology use, standardize service delivery, and develop MOUs** to enhance partner collaboration



- Cross-agency process improvement (Sprint 5) began with a workshop in August, where leadership were brought together to identify initiatives to optimize service delivery
 - **Communications & Culture:** Who is communicating with who and to support what processes/program management needs? How can this be improved now that all functional units have come together?
 - **Next Level Process Improvement:** How are we managing key processes across our service delivery model? How can data gathered inform our approaches to continuous improvement? How does technology support service delivery?

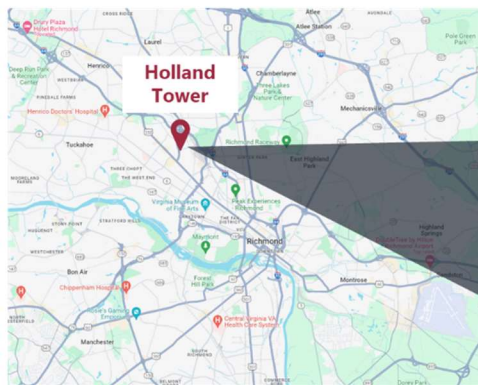
In the coming months, this effort will help Virginia Works staff operationalize a new approach to service delivery across its many programs and functional areas, focused on a “lifecycle” of workforce development services – from understanding the customer to aligning programs to the customer need to evaluating and monitoring results and adjusting programs as such. This model is illustrated in simple terms below.





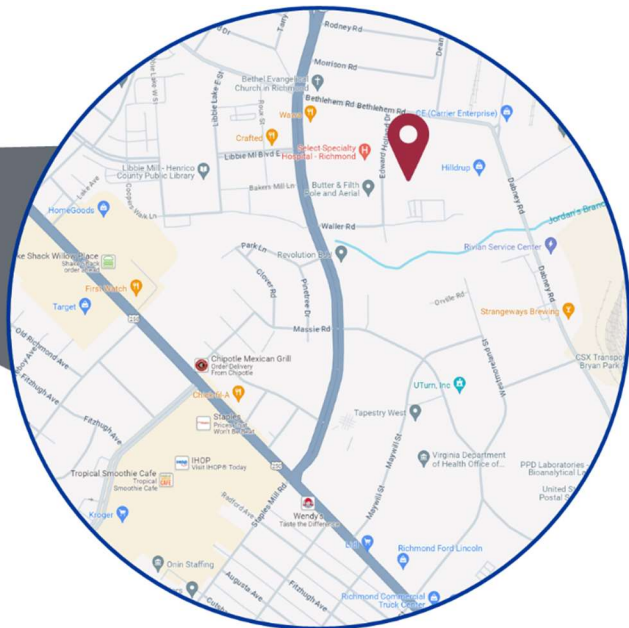
VIRGINIA WORKS HEADQUARTERS

In June, Virginia Works announced the location of its new headquarters at Holland Tower. Located at 2221 Edward Holland Dr, the new headquarters is 6 minutes from the “startup space” at Brookfield Place and includes free parking, easy access to the highway, GRTC bus line accessibility, and is near restaurants. The space at Holland Tower is scheduled to open in mid-October. While employees who live locally in Richmond will relocate to our new location, it is important to note that most agency employees will remain aligned to their local offices.



Local Amenities:

- Willow Lawn Shopping Center
- Easy access to Broad St, I64, and I95
- Dozens of restaurants
- 5 minutes from St. Mary's Hospital
- And more!



BEYOND THE AGENCY: COMMONWEALTH-WIDE COORDINATION OF WORKFORCE PROGRAMS

§ 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.

THE METRICS JOURNEY

In January 2024, 65 workforce programs across 20 state agencies, spanning nine secretariats, were engaged for the initial metrics collection period. Each program self-identified “data owners” 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:

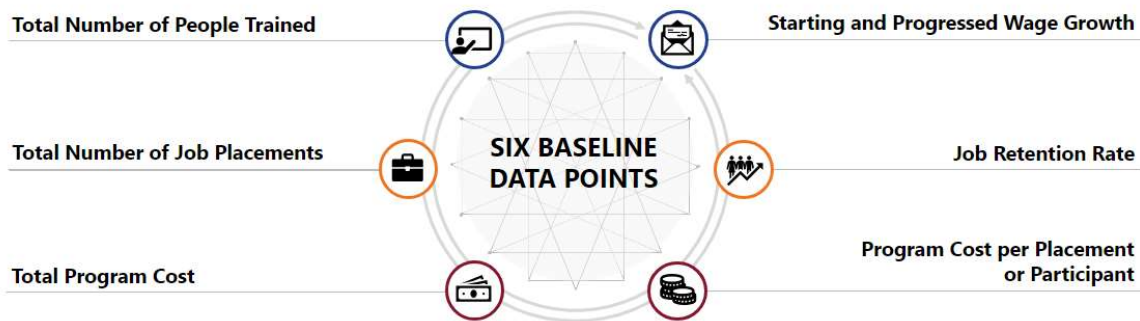


Figure 11 Six Baseline Metrics

The initial metrics reporting period, which concluded at the end of February 2024, engaged every program, and in addition to collecting quantitative data from all 65 programs, also collected as much meaningful insight and context regarding their purpose and services provided. Due to the unique nature of each program and the services they provide, not all programs could submit data for each of the six metrics, but 100% of programs responded to the initial data call with the information they could. Throughout March, the Virginia Works Metrics team coordinated with programs to collect meaningful and informative data about their programs.



During the first quarter, 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 following programs have been engaged as part of the on-going metrics tracking and reporting effort. The 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. The Virginia Works metrics team took findings and feedback from the initial reporting period to refine the process and update the list of programs involved in the effort.

Agency	Program List as of 9/10/2024
COMMERCE AND TRADE	
DHCD	Growth and Opportunity Fund (GO Virginia)
VCEDA	Coalfield Workforce Development and Training Fund
VEDP	Advanced Manufacturing Talent Investment Program and Fund Pilot
	Talent Accelerator Program
	Tech Talent Investment
	Virginia Jobs Investment Program (VJIP)
VIPC	Commonwealth Center for Advanced Manufacturing
	Commonwealth Cyber Initiative
EDUCATION	
DOE	Adult Education
	Secondary CTE "Perkins"
IALR	Academy for Engineering and Technology
	Great Opportunities in Technology and Engineering Careers
	Integrated Machine Technology
	Manufacturing Engineering Technology
	Registered Apprenticeship
NCI	Global Wind Training
	Fiber Optic Technician Training



RHEC	Career and Workforce Development Center
SCHEV	Virginia Talent + Opportunity Program - "VTOP"
	New Economy Workforce Credential Grant
SVHEC	Workforce Training Programs
SWVHEC	Virginia Rural Information Technology Apprenticeship Grant Fund and Program
VCCS	Get Skilled, Get a Job, Give Back (G3) Innovation and Program Grants
	Institutes of Excellence for Non-Credit Training and Instruction
	Postsecondary Career and Technical Educations
Virginia Space Grant Consortium	Virginia Space Grant Consortium
HEALTH AND HUMAN RESOURCES	
DARS	Vocational Rehabilitation Program
	Senior Community Service Employment Program (SCSEP)
DBVI	Vocational Rehabilitation Program
DSS	Family Engagement Services
	Refugee Support Services Program
	Supplemental Nutrition Assistance Program Employment and Training
	Virginia Initiative for Building Earning Capacity of Parents
	Virginia Initiative for Education and Work
VDH	Health and Human Services Waiver Program
	National Interest Waiver Program
	Virginia Conrad 30 Waiver Program
	ARC J-1 Waiver
	Earn to Learn Nursing Education Acceleration Program
	Virginia Student Loan Repayment Program
	Virginia Student Loan Repayment Program, Delta Dental Foundation Extension
	Virginia Behavioral Health Student Loan Repayment Program
	Nursing Preceptor Incentive Program
	CAN Nursing Scholarships
	Mary Marshall Nursing Scholarship Program Nursing Scholarships, LPN & RN
	Virginia Nurse Educator Nursing Scholarships
	Virginia Nursing Scholarships Long-Term facility (CNA, LPN, RN)
Virginia Scholarships Nurse practitioner / Nurse Mid-Wife	



LABOR	
Virginia Works	Registered Apprenticeship
	Employment Service Program
	Foreign Labor Certification
	Hampton Roads Skilled Trades Rapid On-ramp Network for Growth
	Jobs for Veterans
	Rapid Response
	Reemployment Services and Eligibility Assessment
	Trade Adjustment Assistance
	Work Opportunity Tax Credit
	WIOA Adult
	WIOA Dislocated Worker
	WIOA Youth
NATURAL AND HISTORIC RESOURCES	
VMRC	Waterman's Apprentice Program
PUBLIC SAFETY	
DJJ	Workforce Development Initiative
DOC	Apprenticeship
	Career and Technical Education
	Work Certifications
TRANSPORTATION	
DPRT	Workforce Development Grant Program
VETERANS AND DEFENSE AFFAIRS	
DVS	Military Education & Workforce Initiative
	Military Medics and Corpsman Program
	Virginia Values Veterans

The second cycle of metrics reporting kicked off on May 1, 2024. With a better understanding of programs around the Commonwealth, some programs from the first cycle were rolled up due to overlap of data and/or individual program reporting abilities. The second cycle of metrics reporting yielded strong results, with 100% of identified programs submitting their data. The strength of submissions was increased from the first cycle, with a 27% increase in programs reporting at least 3 metrics. The Metrics team reviewed feedback from data owners on the



intake process from the first two cycles of metrics reporting to continually improve the process going forward.

The third cycle of metrics reporting kicked off on August 1, 2024. Utilizing the feedback gained from data owners from the first two cycles of reporting, the Metrics team implemented numerous changes to refine the process moving forward. The third cycle will benefit from a new submission form, which allows data owners to view their submissions for future reference. Additionally, the Metrics team is exploring opportunities to connect programs to UI Wage data for better tracking of job placement, retention, and wage growth measures. For Business Service programs, the team is allowing submissions of “jobs created” as their “job placement” metric. Submissions for the third cycle also include the additional ask of submitting underlying data points for these metrics to refine the calculation approach for program cost per participant, program cost per job placement, progressed wage growth, and job retention rate. The team is closing out the submission window and is conducting their analysis of programmatic data for quarter 3 of FY2024.

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 in coordination with Virginia Works.

WORKFORCE ECOSYSTEM CATALOG OF PROGRAMS

Since the completion of the Functional Transition on January 16, 2024, Deputy Secretary Overley and Commissioner Roth have begun forging partnerships with the 72 workforce development programs to further build the Commonwealth’s Workforce Development Ecosystem. A culmination of their partnership efforts, the effort to establish metrics, and launch of a bi-monthly Commonwealth-Wide Town Hall has resulted in the development of the Ecosystem Program Catalog ([See Appendix H](#)). This is a comprehensive working catalog that includes one page that details information on each program within the ecosystem, as well as various summary views of the ecosystem depending on user needs. These summary views include program categorizations by service type, customer type (individuals or businesses), industry sector, secretariat, and geographic area. The catalog was designed with a multipurpose use, to be a valuable resource for programs looking to solve various needs and allows programs to



learn about, connect with and work alongside other programs around the Commonwealth to serve customers. The catalog will continue to grow and evolve as more programs are identified and engaged in the ecosystem.



Figure 12 Bringing Together Individuals and Businesses

COMMONWEALTH-WIDE WORKFORCE TOWN HALLS AND ADDITIONAL ENGAGEMENT

The team has hosted five Commonwealth-Wide Workforce Town Halls. 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 and offering opportunities to coordinate like efforts, enhancing collective impact. Held every other month, this town hall presents an opportunity for the workforce development community to come together, dive deeper into the insights gathered through the metrics collection effort, learn about the great work being done across Virginia's workforce ecosystem and provide feedback on new topics they'd like to hear more about. 200+ attendees include Agency Heads, Agency Staff, Program Leadership, Program Owners, Program Staff, all Secretariats and their teams, State Workforce Board Leaders, local workforce board Executive Directors, Program-specific Metrics POCs, and more.





Figure 13 April 2024 Commonwealth-Wide Town Hall Speakers

In addition to the Town Halls, the agency leadership team 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.

VIRGINIA WORKS TOGETHER: 2024 WORKFORCE SUMMIT



The 2024 Workforce Summit was held on September 19th at the Hermitage Advanced Career Education (ACE) Center in Henrico, VA. The Summit brought together approximately 250 workforce development leaders and stakeholders from across the Commonwealth. Virginia Works shared its role in Virginia’s workforce development ecosystem, including formal service offerings and future strategic goals. Virginia Works’ dual customer focus and its service partners were included in the topics to help bring more awareness of the new agency’s focus and goals.



COST OF THE TRANSITION

FUNDING SOURCES

Item	Amount	Fiscal Year	Additional Notes
Discretionary Funds	\$1,089,325	FY2023	WIOA Title I
Total FY2023	\$1,089,325		
General Funds from General Assembly	\$500,000	FY2024	Awarded to Secretary of Labor for transition, transferred to VEC
Discretionary Funds	\$3,128,211	FY2024	WIOA Title I & Title III
Total FY2024	\$3,628,211		
General Funds from General Assembly	\$1,501,000	FY2025	Included in Virginia Works annual budget for transition
Discretionary Funds	\$1,590,000	FY2025	WIOA Title I currently planned
Total FY2025	\$3,091,000		
Total Funding	\$7,808,536		

ACTUAL COSTS TO DATE & EXPECTED FY2025 COSTS

Item	Cost	Fiscal Year	Timeframe	Additional Notes
Cost of Contractor	\$1,089,325	FY2023	April-June 2023	Contractor planning
Total FY2023	\$1,089,325			
Cost of Contractor	\$2,869,913	FY2024	July 2023 - June 2024	Planning, communications, program discovery and metrics supported by contractor
Cost of Virginia Works Transition	\$215,471	FY2024	July 2023 - June 2024	Costs incurred at VEC for Virginia Works transition including VEC IT employee expenses
Cost of Virginia Works Operations	\$542,827	FY2024	October 2023 - June 2024	Virginia Works admin salaries/benefits, VITA costs, rent and portion of indirect costs associated with hours
Total FY2024	\$3,628,211			



Cost of Contractor	\$989,949	FY2025	July 2024 – September 2024	Communications, operations, and process improvements during agency go-live supported by contractor
Cost of Virginia Works Transition	\$140,215	FY2025	July 2024 – September 2024	Physical move and technology (A/V, etc.) to date
Anticipated Costs of Virginia Works Transition	\$300,000	FY2025	Dec 2025 – Feb 2025	Ongoing process improvement (currently planned)
Total FY2025	\$1,430,164			
Total Costs	\$6,147,700			



APPENDIX

APPENDIX A: AGENCY WORKSTREAM TRANSITION UPDATES

Several transition workstreams have been heavily involved in contributing agency-specific knowledge that was integral to facilitating a smooth transition of people and programs and continues to be critical as we navigate the fiscal and physical transition. Below are high level activities that each workstream has been accomplishing over the past few months.

Operations

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.

Procurement: The procurement workstream has coordinated with corresponding operations workstreams and is supporting ongoing prioritization of relevant tasks.

Facilities: The lease has been signed for the Virginia Works headquarters in Henrico County with an anticipated October move in date.

Shared Services: Shared Services has worked to establish all the necessary HR, internal audit and fiscal management processes.

Program Administration

Procedures: Programmatic specific procedures have been collected and management report cards were created for each transitioning program to validate program information.

Compliance: Compliance dependencies have been collected and tracked from all programs that have transitioned for this year.

Regulatory Reporting: Programmatic regulatory requirements have been collected for all transitioned programs and performance measures were established for programs.

Grants Management: Work has included the tracking and cataloging of available grant opportunities and the stand up of the Grants Management Department.

Employee Experience



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.

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.

Data, Technology, and Analytics

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.

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 team has continued to track the activities, milestones, and phases of each workstream across the entirety of the agency stand up. Inputs are updated, tracked daily and used to inform bi-weekly transition update meetings with the Secretary of Labor, Commissioner Roth and other leadership and is visible across workstreams. The bi-weekly transition update meetings provide the opportunity for workstream leads to report on progress and raise any decision points for Commissioner Roth and the Secretary of Labor.

APPENDIX B: 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



APPENDIX C: VIRGINIA WORKS FUNCTIONAL TRANSITION

All programs have functionally transitioned to Virginia Works (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.



APPENDIX D: GO LIVE

The Virginia Works team was actively engaged in executing the fiscal and physical transition of the agency, also known as Virginia Works Go-Live. Go-Live, was executed in three phases, included several technology changes for employees, the launch of Shared Services as an extension of the VEC on July 1, and the upcoming opening of the new Virginia Works headquarters in the local Richmond area, requiring the physical relocation of some employees as well as the alignment of non-local employees to workforce centers across the Commonwealth. This final transition will increase the cohesiveness of the team and allow for a complete, coordinated administration of the agency. The lack of a central headquarters in the Richmond area has proven to be a current cultural challenge, though it has not impacted the quality-of-service delivery. The lease for a new central office has been signed following an in-depth evaluation and negotiation process in collaboration with the Department of General Services (DGS).



A robust change management and communication strategy is central to successfully navigating Virginia Works employees through Go-Live activities while incorporating employee feedback and addressing concerns. The chart below outlines high-level activities that have been conducted or are in the pipeline for deployment as part of the change management plan.

Streamlined Technology Updates	Transition to Shared Services	Shift into the New Headquarters
<ul style="list-style-type: none"> • Employees will have received their new @virginiaworks.gov emails by the end of June • Select employees will receive refreshed laptops & cellphones • Employees will receive access to the Virginia Works OneDrive and operate under MS Teams 	<ul style="list-style-type: none"> • Employees have received guidance on completing new employee eligibility materials and receiving a new ID badge • Employees will partake in a pre-transition survey to inform the transition team of their needs • All employees will participate in a new Virginia Works Orientation, Shared Services Office Hours, and Cardinal Training • All employees will be kept up to date on payroll changes 	<ul style="list-style-type: none"> • Virginia Works will be hosting an HQ ribbon-cutting ceremony • Move-Champions are being assembled to help with employee relocation • Employees will partake in a post-transition survey

The team continues to build a strong culture of unity, continuous improvement, and customer service by hosting monthly Town Halls and deploying our monthly newsletter, The Virginia Works & Advance.



The Finance Director at the VEC as part of shared services worked with the U.S. Department of Labor to manage the transition of all the grants that fund the new agency and coordinate with the Virginia Department of Accounts and Planning and Budget. A significant effort has been undertaken to ensure that agency is operational, given that most of the agency's funding comes from the federal government and is paramount to seamless operations.

Go-Live also includes working with the Virginia Department of Human Resource Management, 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. All eligible Virginia Works employees will see a 3 percent salary increase as part of the statewide increase, effective beginning June 10, 2024. This increase will be reflected in their July 1, 2024, paycheck with their legacy agency. Employees' July 16, 2024, paycheck will be distributed in two deposits: one from their legacy agency and one from Virginia Works. The paycheck amount will not change, and employees will begin receiving their full paycheck from Virginia Works on a routine basis beginning with the following check.

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 happens and minimize impact. Additionally, the Data, Technology, and Analytics workstream and the Shared Services team have been working in tandem with VITA and all employee email addresses have been updated to the @viriniaworks.gov domain before July 1.



APPENDIX E: 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: Twelve 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.

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. Fifteen editions of newsletter have been delivered to date.

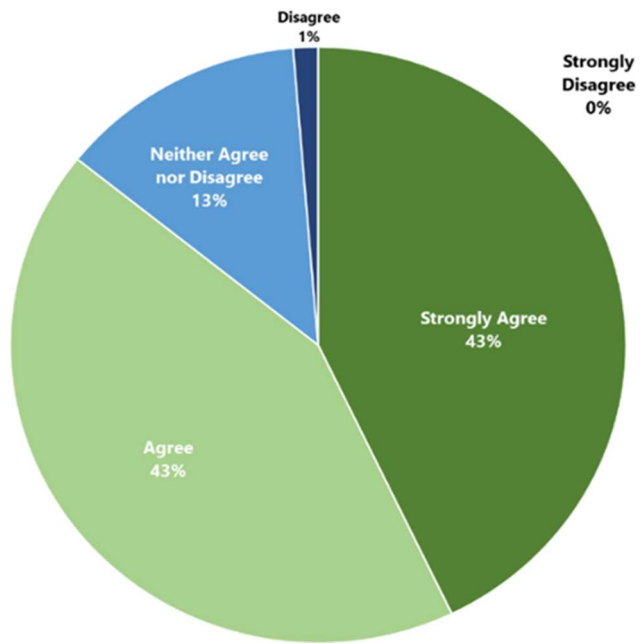
Office Hours: 30-minute virtual sessions that were offered to employees transitioning to the new agency to ask questions, pose any concerns and provide feedback. Fifteen office hour sessions were offered.

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.

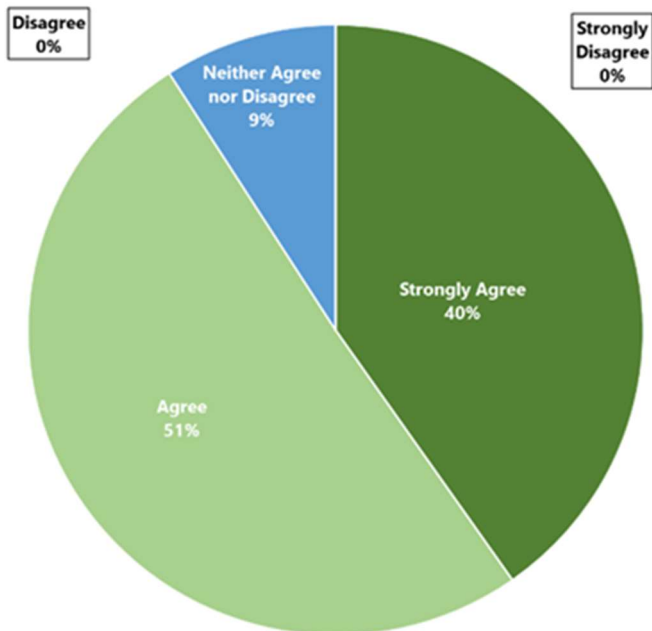
Surveys: Pre- and post-transition surveys are provided to each group of transitioning employees and feedback is informs the iteration of future materials. Nine surveys were delivered. Below are the results from the submitted post-transition surveys collected across all employees who transitioned to the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



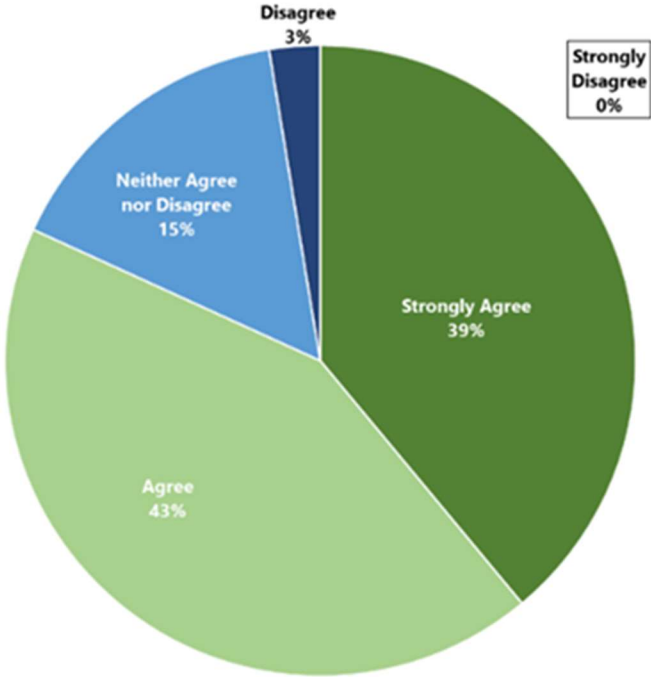
**My Program's Functional Transition to Virginia
Works went smoothly.**



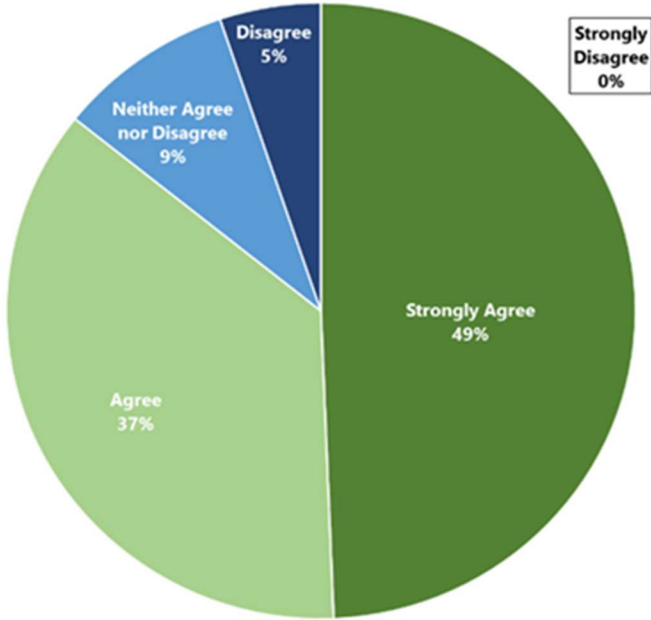
**I Received Sufficient Communications from the Transition
Team Regarding my Program's Functional Transition to
Virginia Works throughout the Transition Process.**



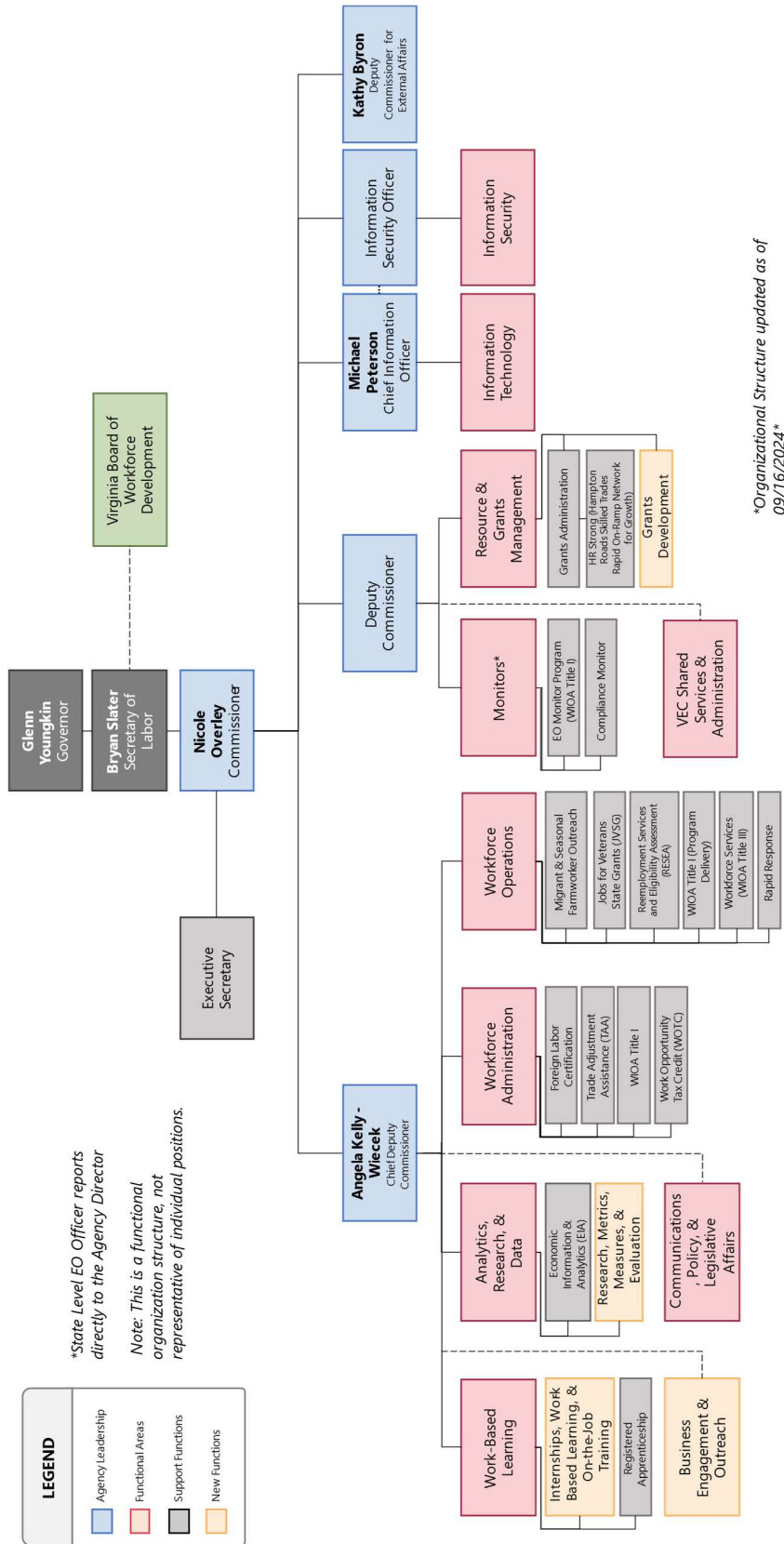
The Engagement Opportunities and Resources that the Transition Team Provided Sufficiently Prepared me for my Program's Functional Transition to Virginia Works.



My Program's Functional Transition to Virginia Works has not disrupted my day-to-day work.



APPENDIX F: VIRGINIA WORKS ORGANIZATIONAL CHART



Organizational Structure updated as of 09/16/2024



APPENDIX G: MEETING MINUTES

Minutes for all Stakeholder Advisory Group meetings can be found at <https://www.labor.virginia.gov/workforce-transition/>

APPENDIX H: WORKFORCE ECOSYSTEM PROGRAM CATALOG

The catalog is available at virginiaworks.gov/Program-Catalog.pdf.

