

# Agency Transition Update

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House Appropriations Committee  
May 29, 2024



CARRIE ROTH  
Director

# The Latest from Virginia Works

*The Transition, Our Services, Process  
Improvement Efforts & Business  
Engagement*



# Our Vision



Virginia's **NATION LEADING** workforce ecosystem will equip Virginians with the skills they need and enables employers to

**ATTRACT, GROW, AND RETAIN**

them – ensuring the future of a thriving Commonwealth. In parallel with the stand-up of Virginia Works, we will accelerate the

**COORDINATION, ENHANCEMENT,  
AND FUTURE-READINESS**

of the Commonwealth's many workforce programs and stakeholders across the government and broader ecosystem through a formal process.

# Agency Transition Progress Made

We are here

KEY ACTIVITIES

## PHASE 1: AGENCY PLANNING (COMPLETE) (April '23 – July '23)

- ✓ Conducted a baseline data call.
- ✓ Developed a Memorandum of Understanding (MOU).
- ✓ Designed the Implementation, Communications, and Change Management Plans.
- ✓ Stood up agency transition workstreams.

## PHASES 2 & 3: VIRGINIA WORKS STAND-UP & DISCOVERY (COMPLETE) (July '23 – February '24)

- ✓ Auditing and discovering all current programs associated with Workforce Development.
- ✓ Developed the Organizational Design of Virginia Works.
- ✓ Identifying Standard Operating Procedures and upcoming activities.
- ✓ Functionally transitioning people, programs, services, and systems.
- ✓ Discovery of agency improvements and efficiencies.
- ✓ Implementing change management activities to cultivate the Virginia Works culture.
- ✓ Documenting program evaluation criteria methodology.

## PHASE 4: DRIVING SUCCESS (UNDERWAY) (March '24 – July '25)

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

LEGEND	
✓	Complete
•	Upcoming
➤	Underway

# Agency Transition Workstreams

*Bi-Weekly Leadership Meetings Tracking Progress*

**Operations**

- Finance/Budget
- Procurement
- Facilities
- Shared Services

**Data, Technology, & Analytics**

- Technology
- Data & Analytics
- Single Portal/Website Development

**Program Administration**

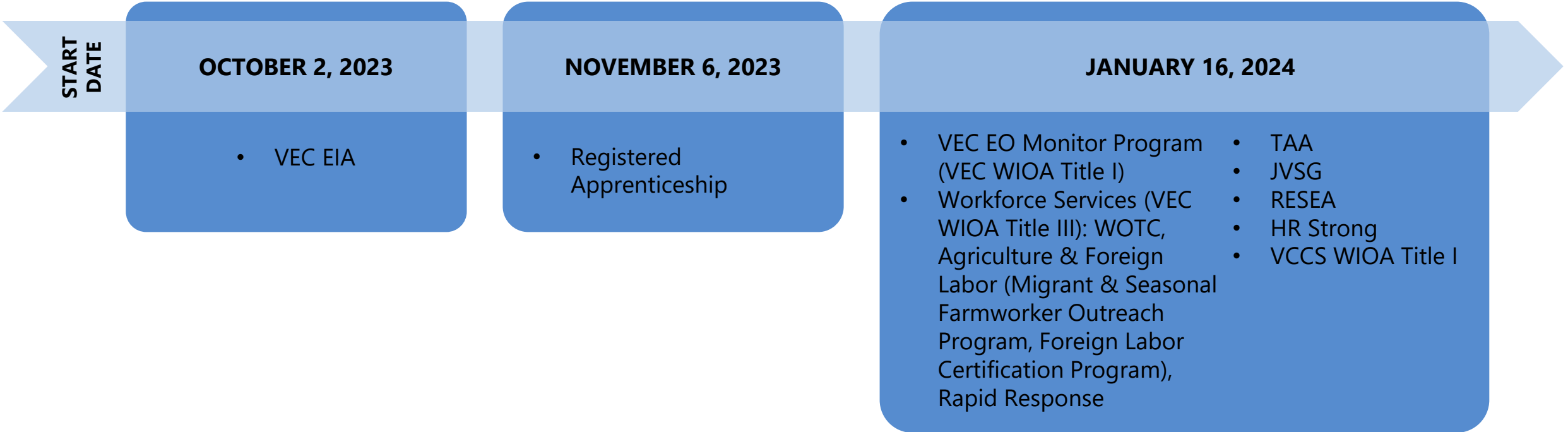
- Procedures
- Compliance
- Regulatory Reporting
- Grants Management

**Employee Experience**

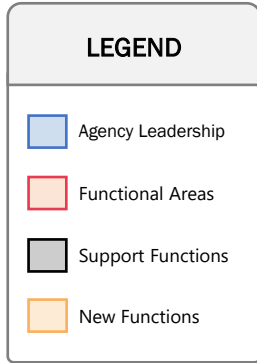
- Communications
- Human Resources
- Culture & Branding

# Functional Transition Completed Ahead of Schedule

## Phased Transition in Oversight of Workforce Programs by Virginia Works

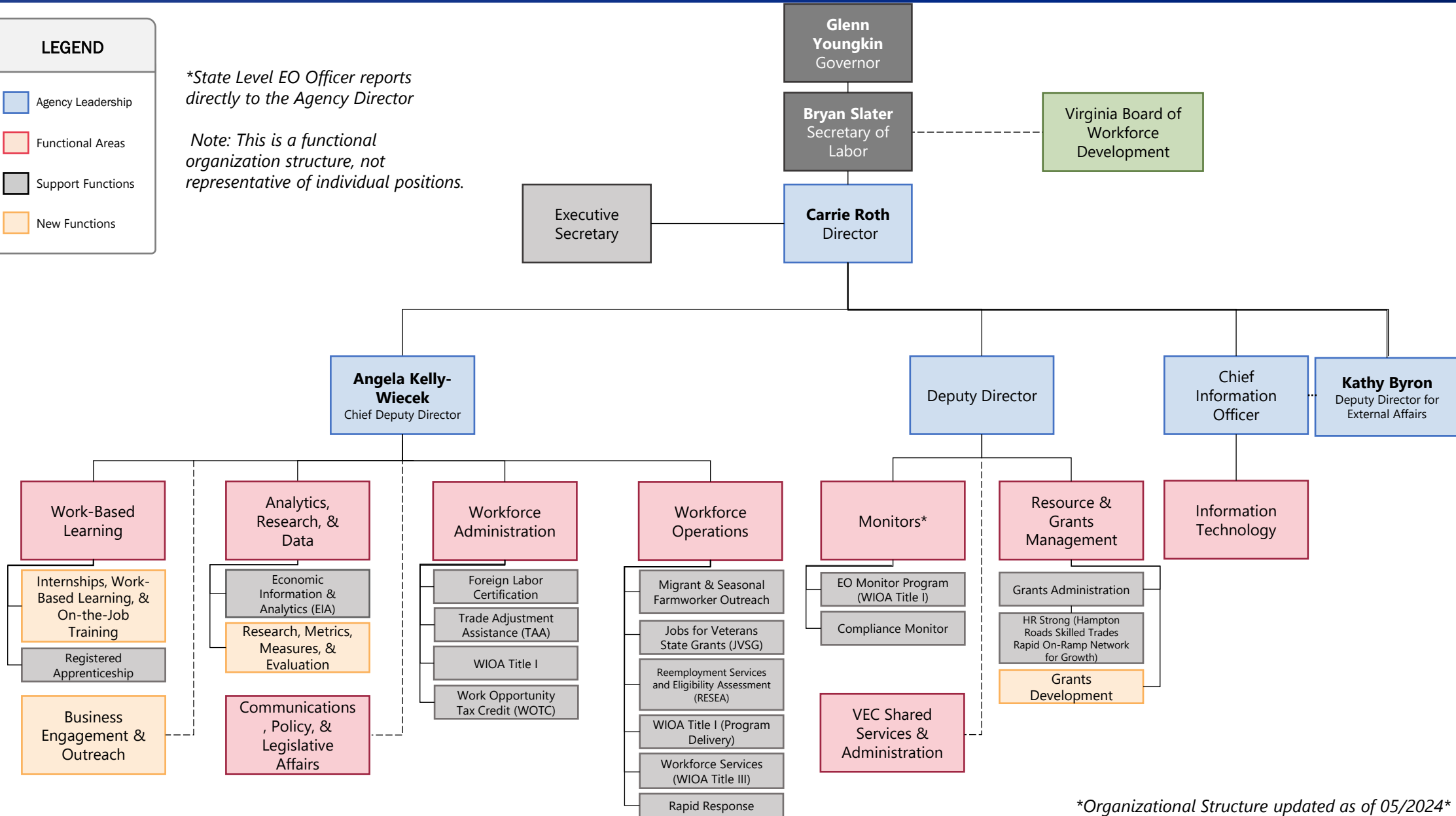


# Virginia Works Agency Design



*\*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 05/2024\**



# Services Now Within Virginia Works

Transferred Programs			New Functions
Registered Apprenticeship	Foreign Labor Certification	Migrant & Seasonal Farmer Outreach	Internships, Work-Based Learning, & On-the-Job Training
Economic Information & Analytics (EIA)	Coordination of Local Workforce Services (WIOA Title I)	Jobs for Veterans State Grants (JVSG)	Grants Development
Reemployment Services & Eligibility (RESEA)	Trade Adjustment Assistance (TAA)	State Workforce Services	Business Engagement & Outreach
Work Opportunity Tax Credit (WOTC)	Layoff Aversion & Assistance (Rapid Response)	EO & Compliance Monitors	Research, Metrics, Measures, & Evaluation



# What's Coming

## New Functions

### Internships, Work-Based Learning, & On-the-Job Training

Coordinates with Business Engagement & Outreach, as well as training institutions, to develop non-registered apprenticeships, internships and other work-based learning 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

## Agency Scale Up Activities



Single Technology Hub



Data Consolidation



Metrics Dashboard



Further development of workforce ecosystem/catalog



Increased Apprenticeship Programs



Physical Location

# Virginia Works Go Live: July 1, 2024

## The agency will officially have a budget on July 1, 2024.

Over the next months, the transition team workstreams, including Technology, Finance/Budget, Facilities/Operations and Human Resources will continue to work hand-in-hand to deliver:

- Streamlined technology updates including new email domains, devices and OneDrive access
- A smooth transition to a Shared Services model with VEC
- A seamless shift into the new headquarters for Virginia Works employees in the Richmond area; Co-Location for Registered Apprenticeship Consultants



A robust change management and communication strategy is central to successfully navigating Virginia Works employees through the shared services & physical location transition while incorporating employee feedback and addressing concerns.

## Streamlined Technology Updates

## Transition to Shared Services

## Shift into the New Headquarters

- Employees will have received their new **@viriniaworks.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**

- Employees have received guidance on completing new **employee eligibility materials** and receiving a **new ID**
- 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**

- 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.

# Establishing a Culture of Continuous Improvement Across Our Agency

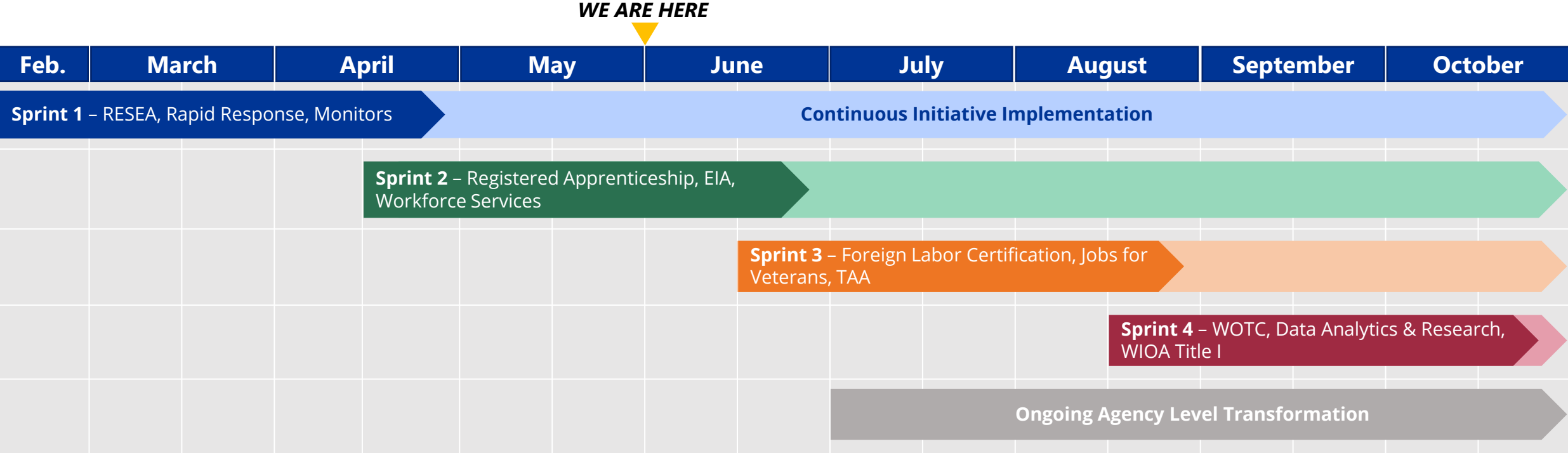
Functional Operations within  
our Service Area

**“The co-creation of initiatives to  
improve the way we **Operate** and  
**Collaborate** within Virginia Works and  
**Serve our Customers.**”**

Integration and Collaboration  
with other Service Areas

Engagement with External Partners  
and Customers

# Sprint 1 Has Completed Discovery and is Now in the Implementation Phase



## Examples of Sprint 1 Initiatives in Implementation

**18**  
Total Initiatives from Sprint 1

### Quick Wins

- Establish an updated RESEA process for accessing available regional based information
- Facilitate agency-wide training and launch of Rapid Response resources
- Launch a "Meeting of the Monitor Minds"

### Long-Term Initiatives

- Conduct an RESEA Time Study to increase efficiency and create more time to focus on the customers
- Increase proactive Rapid Response outreach and early warning system engagement
- Develop a Monitors knowledge resource site

# Establishing Our Role as a Reliable Workforce Partner for Virginia Businesses



## What We're Prioritizing

- VEDP Prioritized Sectors
  - Knowledge Work (e.g., Life Sciences, IT, Cybersecurity)
  - Manufacturing
  - Transportation/Logistics
- Skilled / High Skilled Trades
- Healthcare



## What We're Asking

- What are the biggest skills gaps (both technical and career-readiness)?
- How are businesses engaging with the Commonwealth's workforce programs and services?
- *How can we help you?*
- + **And more!**



## How We're Using Insights

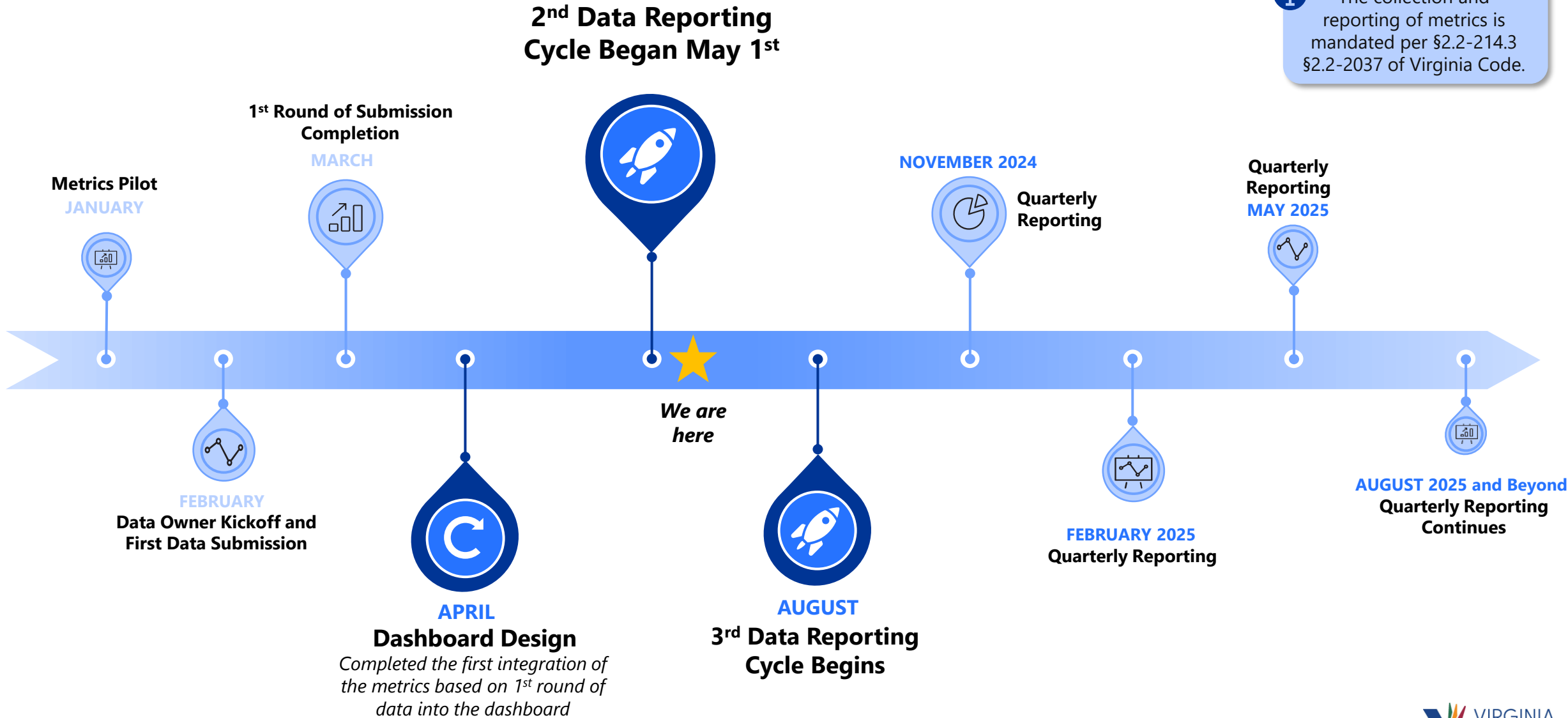
- Identify specific skill gaps by industry sector
- Identify gaps in workforce programs and service
- Assess efficacy of outreach to business
- Improve service delivery

# **Working Together Across Our Ecosystem**

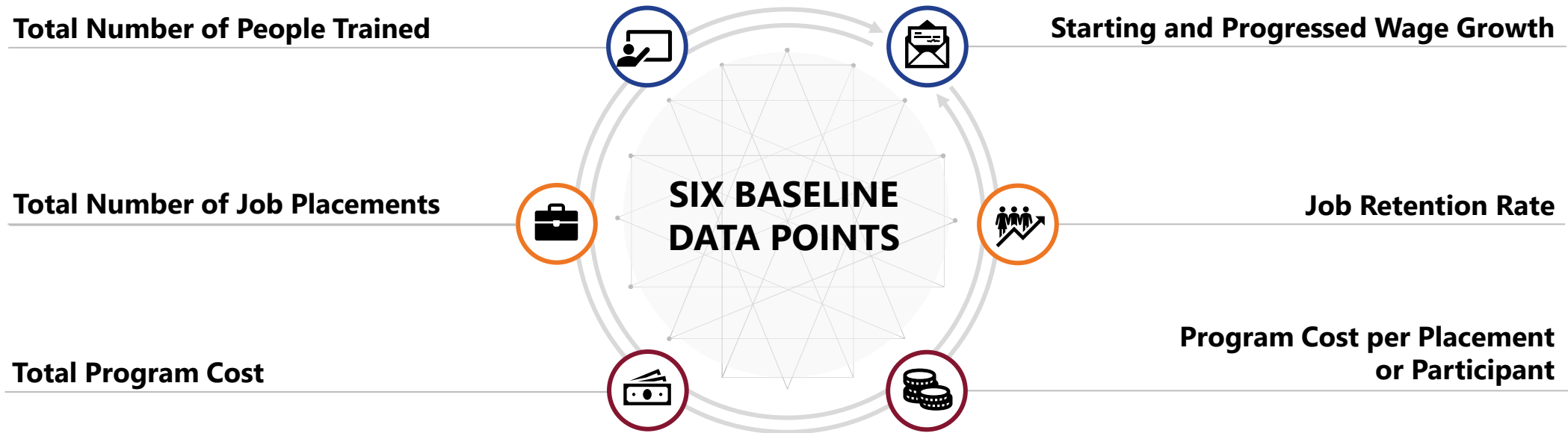


# The Evolution of Our Metrics Journey

**i** The collection and reporting of metrics is mandated per §2.2-214.3 §2.2-2037 of Virginia Code.



# The Six Data Points We're Gathering from Each Program



## NOT EVERY PROGRAM IS ALIKE

There are already identified programs that are unable to report on one or more of the metrics baselines. Considerations are being documented to provide these programs with alternative or substitute metrics to report on so that all workforce programs are accounted for and can provide some quantifiable metrics.

# Organizing Workforce Development Programs by Service Type

## Workforce Education & Training

<p>Adult Education and Literacy (VDOE)                  Apprenticeships (DOC)                  DOC Vocational Rehabilitation (DOC)                  Commonwealth Center for Advanced Manufacturing (VIPC)                  Virginia Space Grant Consortium (ODU)                  Hampton Roads Skilled Trades Rapid On-ramp Network for Growth - "HR STRONG" (VA Works)                  Virginia Talent + Opportunity Program - "VTOP" (SCHEV)                  Institutes of Excellence for Non-Credit Training and Instruction (VCCS)                  New Economy Workforce Credential Grant - "FastForward" (SCHEV)                  Path to Industry Certification (VDOE)                  Postsecondary Career and Technical Educations - "PERKINS" (VCCS)                  Registered Apprenticeship (VA Works)                  Roanoke Higher Education Center                  Secondary CTE - "PERKINS" (VDOE)                  Semiconductor Career Certification Program (VAST)                  Supplemental Nutrition Assistance Program</p>	<p>Employment and Training - "SNAP" (DSS)                  Southwest Virginia Higher Ed Center Workforce Training Programs - "SWVHEC"                  Institute for Advanced Learning and Research Workforce Programs - "IALR"                  Southern Virginia Higher Ed Center Workforce Training Programs - "SVHEC"                  Training and Operations (DFP)                  Training for Residential Energy Contractors (Virginia Energy)*                  Virginia Initiative for Employment Not Welfare - "VIEW" (DSS)                  Workforce Development Grant Program (DRPT)                  Waterman's Apprentice Program (VMRC)                  WIOA Adult (VA Works)                  WIOA Dislocated Worker (VA Works)                  WIOA Youth (VA Works)                  Work Certifications (DOC)</p>
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## Supportive Services

- Employment Service Program, Wagner-Peyser (VA Works)
- Family Engagement Services (DSS)
- Military Education & Workforce Initiative (DVS)
- Military Medics and Corpsman Program (DVS)
- Refugee Support Services Program - "RSSEP" (DSS)
- Rapid Response (VA Works)
- Reemployment Services and Eligibility Assessment - "RESEA" (VA Works)
- Senior Community Service Employment Program - "SCSEP" (DARS)
- State General Vocational Rehabilitation Program (DARS)
- Trade Adjustment Assistance (VA Works)
- Virginia Initiative for Building Earning Capacity of Parents (DSS)
- Vocational Rehabilitation Program (DBVI)
- Workforce Development Program (DJJ)

## Business Support Services

- Foreign Labor Certification (VA Works)
- Talent Accelerator Program (VEDP)
- Tech Talent Investment (VEDP)
- Virginia Jobs Investment Program (VEDP)
- Virginia Values Veterans (DVS)

Additional programs continue to be identified and included in this catalog

## Capacity Building

- |  |   |   |
|--|---|---|
| <ul style="list-style-type: none"> <li>• Advanced Manufacturing Talent Investment Program and Fund Pilot (VEDP)</li> <li>• Broadband Equity, Access, and Development Program (DHCD)*</li> <li>• Commonwealth Cyber Initiative (VIPC)</li> <li>• Earn to Learn Nursing Education Acceleration Program (VDH)</li> <li>• Get Skilled, Get a Job, Give Back "G3" Innovation and Program Grants (VCCS)</li> <li>• Growth and Opportunity Fund - "GO Virginia" (DHCD)</li> </ul> | <ul style="list-style-type: none"> <li>• Jobs for Veterans (Virginia Works)</li> <li>• Virginia Nursing Scholarship Programs (for CNAs, nurse educators, LPN, RN, NP) (VDH)</li> <li>• Virginia Nurse Preceptor Incentive Program (VDH)</li> <li>• Virginia Loan Repayment Programs for Healthcare Jobs (Behavioral Health, State-wide - "BHLRP" AND "SLRP")</li> <li>• Virginia J-1 Waiver Programs (VDH)</li> <li>• Work Opportunity Tax Credit (VA Works)</li> </ul> | <ul style="list-style-type: none"> <li>• Coalfield Workforce Development &amp; Training Fund (VCEDA)</li> </ul> |
|--|---|---|

# Data Owner Engagement and Feedback

## How We've Engaged Data & Program Owners

**7**  
Secretariats

**20**  
Agencies

**72**  
Programs

### Kickoff Meetings

Alignment on roles, timelines and logistics

### Office Hours

Answering questions and sharing best practices

### One-on-Ones

Meetings to learn more about individual programs, metrics, and data



## Key Takeaways

- Not every program is a “workforce program” by traditional definitions – but we’re all working toward the common goal of supporting the employment needs of individuals and businesses
- Not all programs can report every metric – and we understand that
- We don’t all know that other programs exist – and convening data and program owners as a “network” to learn from and amplify one another’s efforts is valuable
- Common challenges around data access and timeliness are shared and will be addressed to make the reporting process as simple and straightforward as possible
- What we’re doing is truly nation-leading – it’s first of its kind, it’s not easy, and we’re going to learn every step of the way

# Working Together to Serve Our Customers



# We've Been Engaging Additional Stakeholders in Commonwealth-Wide Town Halls

## April 23<sup>rd</sup> Commonwealth-Wide Town Hall



**An opportunity for the workforce development community to come together bi-monthly. During this time, attendees...**

- Dive deeper into the insights gathered through the metrics collection effort
- Learn about the great work being done across Virginia's workforce ecosystem
- 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.



# 2024 General Assembly

## Senate Bill 436 Signed Into Law:

- Effective July 1<sup>st</sup>:
  - The title of the Director changes to Commissioner
  - Deems the Department responsible for providing the official list of high-demand occupations to eligible educational institutions
  - Membership of the Apprenticeship Council expanded
  - Other technical updates



## Transition Funding Included in the Budget:

**\$500,000 (FY24)**

**\$1,500,000 (FY25)**



# Thank You

# Questions?

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