

Biennial Report on the Coordination of Workforce Development Statewide Efforts

Obstacles and Strategies for Facilitating Statewide Program and Resource Coordination

Currently, there are many obstacles to program resource coordination – the lack of a complete list of workforce development programs, no coordinating agency or body, changing definitions of metrics, and no overarching strategic direction for workforce development, to name a few. Outlined below are the current obstacles and the strategies for addressing them in order to facilitate statewide program and resource coordination.

The Secretary of Labor and his staff are conducting several activities to facilitate statewide program and resource coordination of workforce development programs, the largest of which is the creation and stand up of a new agency workforce development: the Department of Workforce Development and Advancement (DWDA). However, they also engaged workforce development programs across all secretariats to perform an audit of all existing programs and have begun the change management process for metrics reporting. A brand and logo were developed for the DWDA to improve brand recognition and improve success. The Secretary of Labor also engaged a Stakeholder Advisory Group for the agency stand up activities, established cross-functional workstreams, appointed agency leadership, and developed an organizational design to incorporate all transitioning people and programs.

The Department of Workforce Development and Advancement (DWDA)

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:

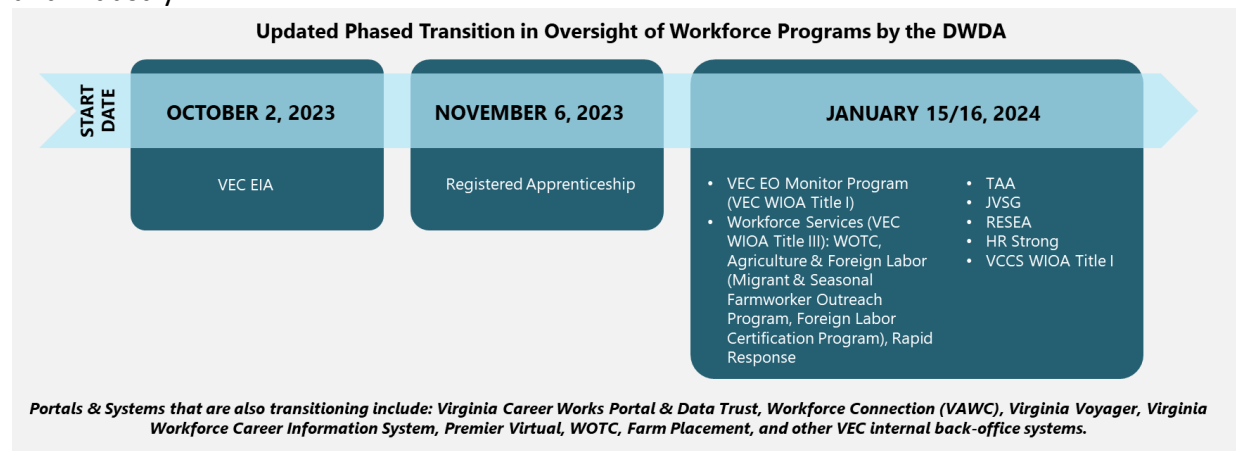
- Coordinated service delivery that is easily accessible
- Best-in-class centralized data collection to inform decision-making
- Agile system to address both the state and local workforce needs
- Consistent metrics to measure program success
- Single sign-on to access critical benefits
- Responsive to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

The Values:

- Accessible to all Virginians
- 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

Transitioning Programs

Currently, there are 14 programs that are transitioning to the DWDA from the Virginia Employment Commission, Virginia Community College System, and the Department of Labor and Industry.



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

Leadership Appointments

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

- Agency Director: Carrie Roth
- Chief Deputy Director: Angela Kelly-Wiecek
- Deputy Director for External Affairs: Kathy Byron

Functional Transition

The functional transition of staff to the DWDA will occur from October 2, 2023-June 30, 2024, which includes new agency leadership and reporting structures, but not a physical location change.

Physical Transition

The physical transition of staff to the DWDA will occur sometime around July 1, 2024, pending approval of FY25-FY26 state budget, and will include a physical work location change to the new DWDA central office in the Richmond area, new email addresses (may be provided prior), and staff paychecks will begin to come from the new agency.

Virginia Works Logo and Branding

Through an interactive and iterative process between the Secretary of Labor, leadership of the DWDA, and all transitioning employees, a logo and brand for the new agency was developed. One, easily recognizable logo and name that can be used for the agency was part of the overall strategy for improving program success. The name, “Virginia Works” was adopted, and a logo was developed (see below). The website, www.VirginiaWorks.gov was secured and will be the landing page for the DWDA. Additionally, the logo and branding guidelines were developed to be used in its online presence and across Virginia’s workforce ecosystem.



Program Success Rates

Success Metrics and Reporting Process Development

§ 2.2-2037-5 of the Code of Virginia gives the Secretary of Labor the authority to regularly track and require compliance with metrics relating to workforce development programs across state government and establish a mechanism to help assess the adequacy of the services and programs. To that end, new, on-going metrics tracking and reporting for state workforce development programs will increase customer and stakeholder transparency, enable historical measurement of programmatic success, and leverage data-driven insights to inform improvements.

Over the next few months, progress will be made regarding metric definitions alignment with data stakeholders, designing an initial dashboard, and preparation for initial tracking. Initial

baseline and/or metric tracking for programs and engagement with broader workforce development program leadership will be initiated by agency leadership in December 2023.

Metrics will focus on the following outcomes:

1. **Job Placements:** Total new job placements after exit from a program.
2. **Total Individuals Trained/Certified:** The total number of participants who were trained and/or received certification for completion of a program.
3. **Retention Rate:** A percentage measure of individuals employed within a given labor category who remain employed in the same labor category 12 months later.
4. **Starting Wage:** The numeric average starting wage of program exits into a role at a given time. This is a measure of total gross compensation.
5. **Progressed Wage Growth:** The difference in total wage earnings from Starting Wage, post program exit, to total wage earnings 12 months later.
6. **Program Cost:** The total reportable expenditures stated for a program in a given time period and the cost of an individual successfully completing the program.

Coordination with the Virginia Board of Workforce Development (VBWD)

The Secretary of Labor and the Virginia Department of Workforce Development and Advancement (DWDA) are working closely with the Virginia Board of Workforce Development (VBWD) on the development of its metrics, measures, and program evaluation. The Secretary and the DWDA Director report on the progress of the agency stand up to the VBWD at their regular meetings, and Board feedback has been incorporated into the implementation of the metrics rollout. The VBWD will also help established baselines and metrics for the local workforce boards.

Workforce Program by Secretariat and Agency

Secretariat/Agency	Program Name
Commerce and Trade	
DHCD	Appalachian Regional Commission-Southwest Virginia Community College Automotive
DHCD	Growth and Opportunity Fund (GO Virginia)
DHCD	Southeast Crescent Regional Commission (SCRC)
VCEDA	Workforce Development Training Fund
VEDP	Advanced Manufacturing Talent Investment Program and Fund Pilot
VEDP	Talent Accelerator Program
VEDP	Virginia Jobs Investment Program (VJIP)
VIPC	Commonwealth Center for Advanced Manufacturing
VIPC	Cyber Security Institute
VTRR	Competitive Education Awards
VTRR	Talent Attraction Program
VTRR	Workforce Financial Aid

Education	
DOE	Adult Education
DOE	Perkins
DOE	STEM Industry Internship (Virginia Tech-Space Industry Consortium)
SCHEV	Innovative Internship Program
SCHEV	New Economy Workforce Credential Grant (aka FastForward)
VCCS	Advanced Regional Technology & Workforce Academy in Norfolk
VCCS	Botetourt County Education and Training Center and Roanoke Higher Education Center
VCCS	Get Skilled, Get a Job, Give Back (G3) Innovation and Program Grants
VCCS	Institutes of Excellence for Non-Credit Training and Instruction
VCCS	Mecklenburg County Job Retraining Center
VCCS	Postsecondary Career and Technical Educations (PERKINS)
VCCS/DWDA	WIOA Adult
VCCS/DWDA	WIOA Dislocated Worker
VCCS/DWDA	WIOA Youth
VCCS/Tidewater CC	Apprenticeship-Related Instruction
VCCS-HRWC	Hampton Roads Skilled Trades Rapid On-ramp Network for Growth (HR STRONG)
VCCS-PCC	Network2Work
Finance	
Finance	Tech Talent Investment
Health and Human Resources	
DARS	State General Vocational Rehabilitation (VR) Program
DARS	The Senior Community Service Employment Program (SCSEP)
DARS	Wilson Workforce and Rehabilitation Center (WWRC)
DBHDS	Behavioral Health Institute
DBHDS	EMDR (Eye Movement Desensitization and Reprocessing) basic Training certification
DBHDS	Peer Recovery Specialist
DBVI	Vocational Rehabilitation Program
DSS	Refugee Resettlement
DSS	Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)
DSS	Virginia Initiative for Employment Not Welfare (VIEW)
Labor	
DOLI/DWDA	Registered Apprenticeship
VEC/DWDA	Employment Service Program
VEC/DWDA	Foreign Labor Certification
VEC/DWDA	Jobs for Veterans (JVSG)
VEC/DWDA	Reemployment Services and Eligibility Assessment (RESEA)
VEC/DWDA	Trade Adjustment Assistance (TAA)

VEC/DWDA	Work Opportunity Tax Credit
Natural and Historic Resources	
VMRC	Waterman's Apprentice Program
Public Safety and Homeland Security	
DFP	Training and Professional Development
DJJ	Workforce Development initiative
DOC	CTE & Other Misc. Programs
Transportation	
DMV	Drive to Work
DPRT	DRPT Workforce Development - Transportation
Veterans and Defense Affairs	
DVS	Military Education & Workforce Initiative (MEWI)
DVS	Military Education and Workforce Initiatives Program Credentialing and Certification- Pathways to Employment Program
DVS	Military Medics and Corpsman Program (MMAC)
DVS	State Approving Agency OJT/ Apprenticeship
DVS	Virginia Values Veterans (V3)

Funding by Government Sources for Each State Agency

Agency	State Funding	Federal Funding	Total Funding
DARS	\$ 17,915,297	\$ 137,602,119	\$ 155,517,416
DBVI	\$ 719,309	\$ 17,370,179	\$ 18,089,488
DHCD	\$ 30,000,000		\$ 30,000,000
DVS	\$ 1,939,632		\$ 1,939,632
VCCS	\$ 51,664,647	\$ 29,090,773	\$ 80,755,420
VDOE	\$ 5,870,077	\$ 22,067,853	\$ 27,937,931
VEC	\$ 31,799,065	\$ 165,677,869	\$ 197,476,934
Totals	\$ 139,908,028	\$ 371,808,794	\$ 511,716,821