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## Biennial Report on the Coordination of Workforce Development Statewide Efforts

### INTRODUCTION: OVERVIEW OF VIRGINIA WORKS & VIRGINIA'S WORKFORCE ECOSYSTEM

In 2023, the Virginia General Assembly passed landmark legislation (HB 2195/SB 1470) to modernize and streamline the Commonwealth's workforce development system. This legislation established the Department of Workforce Development and Advancement—publicly known as Virginia Works—as the central coordinating agency for workforce programs across Virginia, an entity that did not previously exist. The agency became fully operational on July 1, 2024, and is authorized under Title 2.2, Chapter 20.2 of the Code of Virginia.

Virginia Works consolidates 12 previously separate workforce programs into a unified agency that serves as both the designated state workforce development agency and state apprenticeship agency, aligning service delivery, data systems, and strategic leadership under one mission:

***We connect people to careers and employers to skilled talent.***

This integration has brought together programs with distinct activities, norms, and operating cultures. The agency's role includes both system governance and service delivery, requiring coordination across many partner agencies, support for Virginia's 14 Local Workforce Development Boards (LWDBs), and services to a wide range of stakeholders—including jobseekers, employers, federal partners, and policymakers. As with any major reorganization, realizing the full benefits of this transformation will take time, continuous learning, and sustained investment in operational capacity.

#### Funding Structure

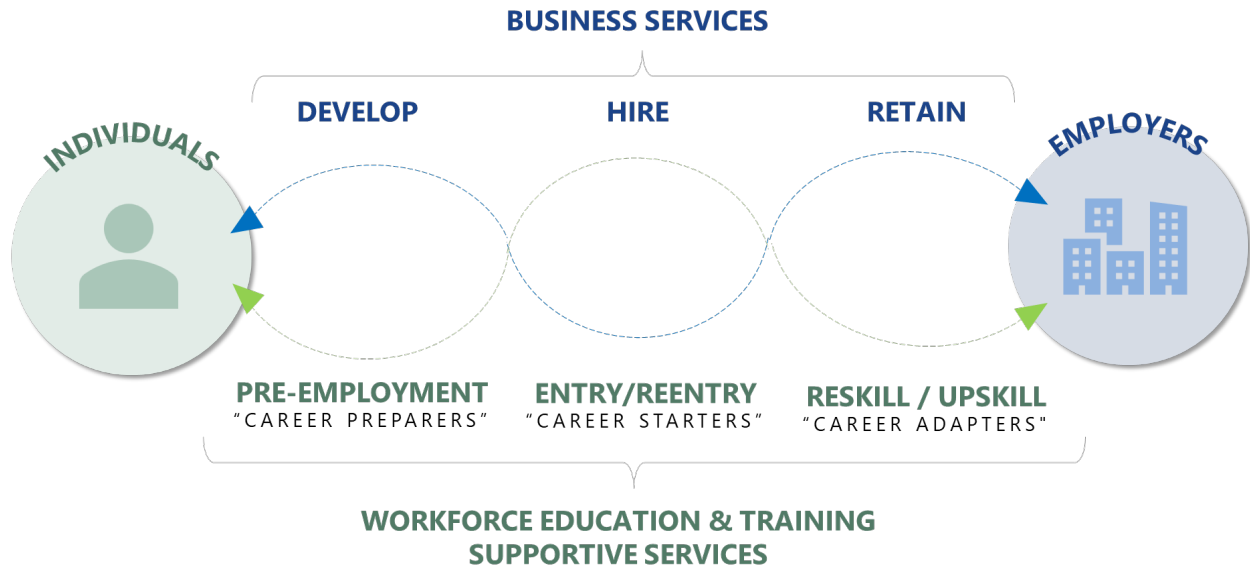
Virginia Works is almost entirely federally funded, receiving approximately \$103 million in federal funds in FY26 aligned to specific programs administered by the agency. State support for the agency is minimal—just \$4.9 million, with \$2.016 million supporting Registered Apprenticeship and \$376,935 supporting the newly formed team of Opportunity Advocates working to support job placement for reentering Virginians in partnership with the Department of Corrections. Of the agency's total \$108 million in funding, almost \$46 million is passed through to the local workforce system.

#### Who the Ecosystem Serves

Virginia Works serves two primary customer or client groups:

- **Individuals:** Virginians at every stage of their career journey—from students exploring career paths to adults seeking new skills or transitioning careers.
- **Employers:** Businesses of all sizes across the Commonwealth seeking to recruit, train, and retain skilled talent.

Each client's needs are unique. Individuals face diverse pathways, barriers, and opportunities throughout their working lives. Employers have distinct missions, business strategies, and workforce demands. Our services are designed to meet both sets of needs with flexibility and responsiveness.



### What the Ecosystem Provides

Virginia Works and Virginia's broader workforce ecosystem offer a comprehensive portfolio of services to support both individuals and employers. These services span the full career lifecycle from career preparation and foundational skill-building to job placement, mentorship, and career adaptation in response to changing technologies and labor market demands.

Transferred to Virginia Works were two of the four Workforce Innovation & Opportunity Act (WIOA) Titles – Title I (Adult, Youth, Dislocated Worker and Rapid Response) and Title III (Wagner-Peyser Employment Services). WIOA Titles II and IV, Adult Education & Vocational Rehabilitation, sit at VDOE and DARS/DBVI.

### Transferred Programs

Registered Apprenticeship (from DOLI)	Foreign Labor Certification (from VEC)	Migrant & Seasonal Farmer Outreach (from VEC)
Economic Information & Analytics (from VEC)	Coordination of Local Workforce Services (WIOA Title I) (from VCCS)	Jobs for Veterans State Grants (from VEC)
Reemployment Services & Eligibility (from VEC)	Trade Adjustment Assistance (from VEC)	State Workforce Services (from VEC)
Work Opportunity Tax Credit (from VEC)	Layoff Aversion & Assistance (Rapid Response) (from VEC)	Equal Opportunity & Compliance Monitors (from VCCS and VEC)

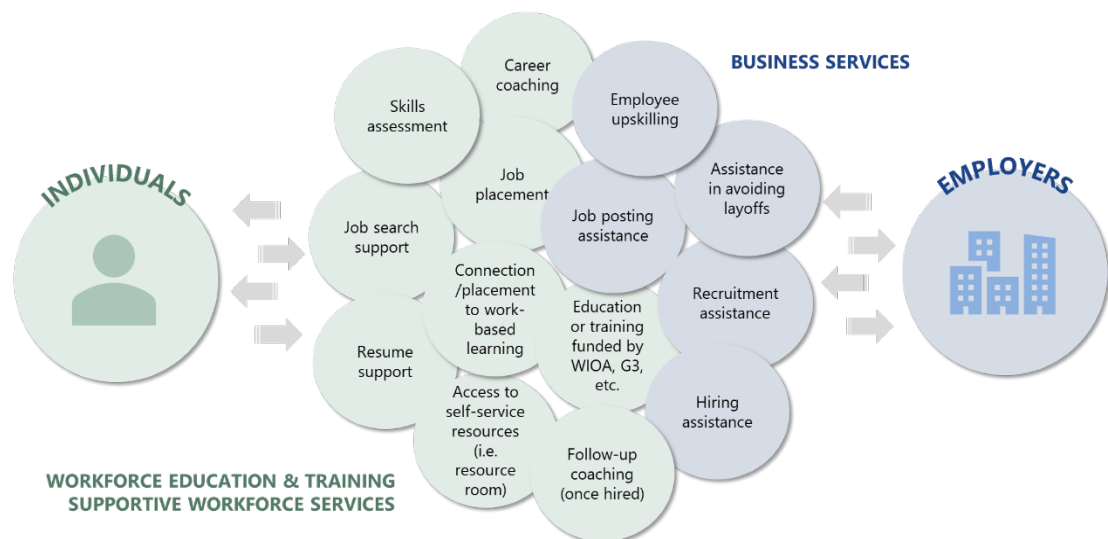
The programs above transitioned all staff and operations to Virginia Works with staff located in Virginia Career Works centers across the Commonwealth: **Registered Apprenticeship**; **Wagner-Peyser Employment Services** (basic career services and UI claims assistance via Virginia Works' team of Career Navigators); the **Jobs for Veterans State Grant program** (services for Veterans with barriers);

**Reemployment Services** (targeted support for UI claimants delivered in-person and virtually); **Foreign Labor Certification & Migrant Seasonal Farmworker Outreach**; the **Work Opportunity Tax Credit** for employers hiring individuals with barriers; and the newest addition, a team of **Opportunity Advocates** working with individuals reentering society after incarceration, in partnership with DOC. The agency’s BLS-funded teams also produce official state labor market information (LMI).

Virginia Works use a “no wrong door” approach, meaning services are accessible through a variety of physical and virtual entry points, including:

- American Job Centers (AJCs), also known as workforce centers, career one-stops, or Virginia Career Works centers
- Community colleges
- Partner organizations
- Online platforms

Services are delivered through both self-service and full-service models, offering varying levels of personalized support.



Two policymaking and advisory bodies are affiliated with Virginia Works: the Virginia Board of Workforce Development and the Virginia Apprenticeship Council. Both meet quarterly.

### Strategic Vision for Virginia’s Workforce Transformation

In alignment with Governor Glenn Youngkin’s vision to make Virginia the best place to live, work, and raise a family, Secretary of Labor Bryan Slater set forth a bold and transformative vision for the Commonwealth’s workforce development ecosystem at the beginning of the Youngkin administration. His vision was:

*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 are accelerating the*

*COORDINATION, ENHANCEMENT, AND FUTURE-READINESS of the Commonwealth's many workforce programs and stakeholders across the government and broader ecosystem.*

These efforts reflect a “whole-of-Commonwealth” approach to workforce readiness—one that boosts labor force participation, supports economic mobility, and ensures that all Virginians have access to meaningful career pathways, and at the heart of this vision was the establishment of Virginia Works.

**The Ecosystem’s Strategic Plan Today**

To bring its mission and vision to life, Virginia Works has led the charge in developing a comprehensive, ecosystem-wide strategic plan that responds to both external labor market shifts and internal system reforms. This plan was developed in collaboration with cross-agency and cross-sector stakeholders and is aligned with the Commonwealth’s broader economic development strategy.

At the core of the plan are four talent “moonshot” goals—ambitious, measurable outcomes that define Virginia’s vision for workforce excellence by 2030:

**#1 Most Future-Ready Talent:** Virginia will lead the nation in preparing a workforce that is AI-ready, technologically equipped, and strong in durable (“soft”) skills.

**#1 in Workforce Availability & Agility:** The Commonwealth will support seamless career transitions and workforce reentry through barrier-reducing services and rapid reskilling in cases of job disruption and transition.

**#1 in Skills Match:** Workforce programs will be tightly aligned with employer needs and high-demand occupations at every level.

**#1 in Work-Based Learning:** Every learner will have access to at least one high-quality work-based learning or career and technical education experience, with registered apprenticeships and internships doubling from 2025 levels.

## VIRGINIA'S TALENT TRANSFORMATION "MOONSHOTS"

### #1 Most Future-Ready Talent

**By 2030, we envision that:**

Virginia has the most AI-ready, emerging technology-equipped, and durable (soft) skills prepared workforce in the country.

*To employers, this means: We are future-ready.*

*To Virginians, this means: We prepare you.*

### #1 in Workforce Availability & Agility

**By 2030, we envision that:**

Virginia enables smooth career pivots and workforce reentry for individuals via a suite of services that reduce barriers and rapidly reskill & upskill talent to fit industry needs.

*To employers, this means: We have the most available and agile workforce.*

*To Virginians, this means: We help you with resources to adapt and overcome.*

### #1 in Skills Match

**By 2030, we envision that:**

Virginia's workforce demonstrates alignment with employer needs through a focus on high-demand occupations across all educational & workforce programs.

*To employers, this means: Our workforce has the skills you need.*

*To Virginians, this means: You can access your best job here.*

### #1 in Work-Based Learning

**By 2030, we envision that:**

All learners have at least one quality work-based learning or career/technical ed experience. Prevalence of work-based learning models across the career journey (like Registered Apprenticeships & internships) *double from 2025 as baseline.*

*To employers, this means: We enable how you develop talent.*

*To Virginians, this means: You can earn while you learn here.*

## A Dynamic Workforce Ecosystem

Virginia's workforce ecosystem is not a single program or a collection of programs—it is a dynamic ecosystem of educators, training providers, economic developers, local leaders, and employers working together to support individuals and businesses. This ecosystem must be collaborative, agile, and forward-thinking, balancing immediate labor market needs with long-term talent development.

The strategic plan emphasizes Virginia's "no wrong door" approach to service delivery, ensuring that individuals and employers can access support through American Job Centers, community colleges, partner organizations, or virtual platforms. Services are designed to meet customers where they are, whether they need foundational skills, career guidance, job placement, or upskilling to adapt to a changing economy.

## Looking Ahead

To become the Top State for Talent, Virginia must continue to invest in a unified, demand-driven workforce system that:

- Retains and attracts talent
- Develops talent aligned with employer needs
- Unlocks individual potential by reducing barriers

Achieving these goals will require sustained collaboration, data-informed decision-making, and a shared commitment across the public and private sectors. Virginia Works stands ready to lead this transformation, ensuring that the Commonwealth's workforce is prepared not just for today's economy, but for the future of work.

## PART I. MEASURING PROGRAM SUCCESS

### Successes and Accomplishments Driven by Virginia Works

Since its establishment in July 2024, Virginia Works has made significant strides in transforming the Commonwealth's workforce development system into a more responsive, innovative, and results-driven enterprise. In just 18 months, the agency has launched new initiatives, expanded partnerships, and delivered measurable outcomes that support both job seekers and employers across Virginia.

*Key accomplishments are detailed below, with subsequent additional focus on two components of the agency's work that receive General Assembly funding (Registered Apprenticeship and the Opportunity Advocates).*

- **Expansion of Registered Apprenticeship (see additional detail in #1 below):** Virginia Works has prioritized the growth of work-based learning, including registered apprenticeships and career and technical education (CTE) pathways. As of December 2025, Virginia has surpassed 15,000 active apprentices—a 42% increase since the start of the Youngkin administration and the highest number ever recorded in the Commonwealth. Virginia also boasts the most active apprenticeship programs and employer sponsors of any state apprenticeship agency (inclusive of 49 of the 50 states) in the US.
- **Launch of Opportunity Advocates (see additional detail in #2 below):** This new initiative places trained workforce navigators in communities to provide personalized support to individuals facing barriers to employment, helping them access training, job placement, and supportive services.
- **Innovative Outreach Campaigns:** The "Virginia Has Jobs" site is an easy-to-access digital launch pad for jobseekers. In 6 months since launch, it has attracted almost 300,000 site visits and raised awareness of in-demand job opportunities and workforce services. The agency also expanded its digital presence through virtual hiring events and employer engagement webinars, reaching thousands of businesses and job seekers.
- **Digital Upskilling with Grow with Google:** In partnership with Google, Virginia Works launched free access to AI Essentials credentials, resulting in 6,808 Virginians upskilling in artificial intelligence since July 2025.

- **Strategic Employer Engagement:** In collaboration with the Virginia Economic Development Partnership (VEDP) and the Virginia Chamber of Commerce, Virginia Works delivered six bimonthly employer-focused webinars on topics such as apprenticeships, tax incentives, veteran hiring, and workforce data tools from the Virginia Office of Education Economics (VOEE).
- **Workforce Summits:** Virginia Works convened over 200 stakeholders at its annual summits—Virginia Works Together (2024) and Together for Talent (2025)—to foster collaboration and share best practices during National Workforce Development Month.
- **Work Opportunity Tax Credit (WOTC) Impact:** The agency certified over \$130 million in WOTC credits for 45,516 employers, incentivizing the hiring of individuals with barriers to employment.
- **Discretionary Grant Investments:** Under Governor Youngkin’s administration, Virginia Works has awarded \$8.8 million in discretionary grants over the past three years to drive workforce innovation and expand access to opportunity, with two additional programs inclusive of an additional \$3 million in discretionary funds for the Maritime & Nuclear Workforce Apprenticeship Accelerator and Advanced Pharmaceuticals Manufacturing Apprenticeship Accelerator in progress.
- **Sector Strategy Roadmap:** Building on the successful Blue Ridge Partnership model, Virginia Works developed a sector strategy roadmap to guide scalable, regional collaboration between employers, educators, and workforce partners.

These accomplishments reflect Virginia Works’ commitment to building a future-ready workforce, supporting economic mobility, and ensuring that all Virginians have access to meaningful career opportunities.

### Specific Review of General Assembly-funded Programs

#### 1. Registered Apprenticeship (RA): High ROI, High Impact

Virginia Works receives a limited amount of funds from the General Assembly that support program operations and an on-the-ground team of Registered Apprenticeship Consultants. As part of the team’s transition from the Department of Labor and Industry (DOLI) to Virginia Works and thanks to additional one-time apprenticeship expansion grant funding from the Federal government, the team implemented multiple process improvement efforts and service delivery streamlining to digitize paper processes, co-locate Registered Apprenticeship Consultants in local workforce centers, and improve employer outreach and marketing. As a result, Virginia Works has significantly expanded the reach and impact of the Registered Apprenticeship program. As of December 2025, Virginia has surpassed 15,000 active apprentices—a 42% increase since the start of the Youngkin administration and the highest number ever recorded in the Commonwealth. Virginia also boasts the most active apprenticeship programs and employer sponsors of any state apprenticeship agency (inclusive of 49 of the 50 states) in the US.

The core of the RA program is a statewide network of Registered Apprenticeship Consultants (RACs), who are embedded in Local Workforce Development Areas and American Job Centers. These consultants manage relationships with hundreds of employers and apprentices, providing technical assistance, onboarding support, and program development expertise, with an average caseload of 400 to over 1,000 active apprentices each. The RA program is supported by a growing number of industry and other intermediaries, who partner with Virginia Works to support employer outreach and engagement.

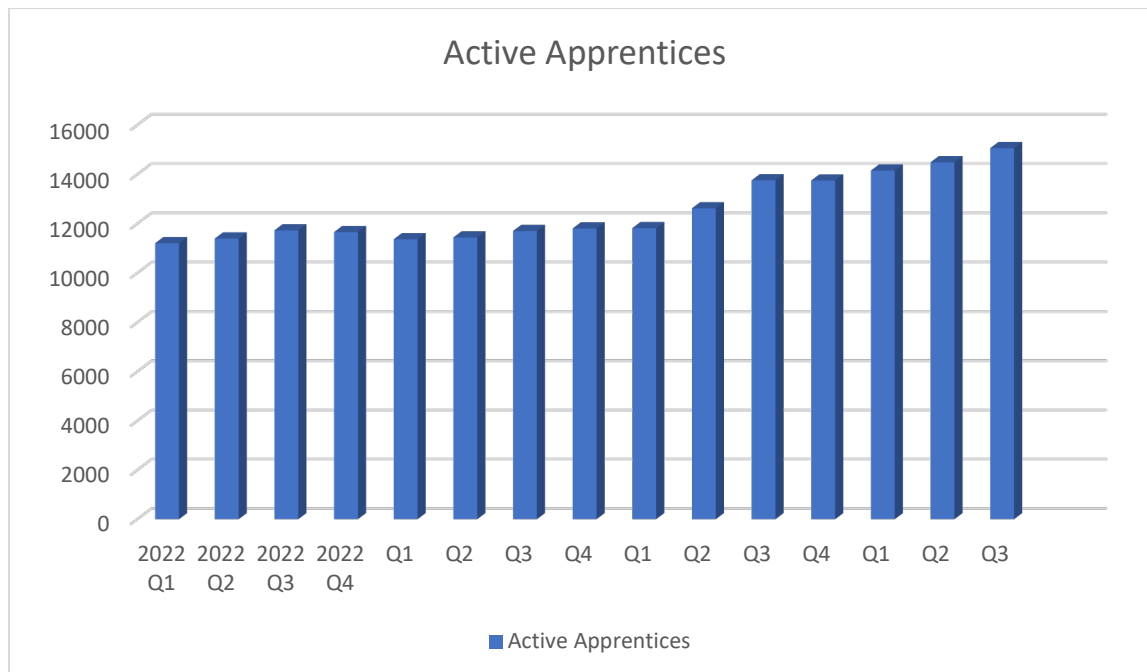
The return on investment is clear: for every \$1 invested in Registered Apprenticeship, Virginia sees \$3 in tax revenue. In FY2023 alone, the program generated:



- \$17.1 million in labor income
- \$34.7 million in value-added GDP
- \$6.8 million in tax revenue

To further scale the program, Virginia Works has:

- Launched the HIRED Apprenticeship Fund, awarding grants to 50 employers to support new apprenticeships in high-demand industries.
- Streamlined the registration process for apprenticeship intermediaries, reducing turnaround time by 98% and saving over 56 consultant hours per week.
- Introduced electronic self-service tools via the federal RAPIDS system.
- Hosted its first-ever Virtual Apprenticeship Expo, connecting employers and prospective apprentices statewide.
- Expanded from 4 to 27 intermediaries since 2022—a 575% increase—creating scalable hubs for apprenticeship across sectors.



## 2. Opportunity Advocates: Supporting Reentry and Economic Mobility

The Opportunity Advocates program, launched in partnership with the Virginia Department of Corrections (DOC), is another key initiative supported by General Assembly funding. This program provides dedicated workforce navigators to assist justice-involved individuals in securing employment, accessing training, and building career pathways.

In alignment with Executive Order 36 and the Stand Tall – Stay Strong – Succeed Together Reentry Initiative, Virginia Works began outreach in 2023 and expanded in 2024 to direct engagement at probation and parole offices.



From September 2024 to August 2025:

- 4,126 individuals participated in group intake sessions
- 1,730 individuals registered for Virginia Works services
- 3 full-time Opportunity Advocates were hired to serve the Richmond and Southwest probation districts

These advocates provide one-on-one support, connect participants with employers, and help navigate barriers to employment. The program is a critical component of Virginia’s public safety and workforce strategy, ensuring that returning citizens have the tools and support needed to succeed in the labor market.

### **Commonwealth-Wide Workforce Metrics & Outcomes**

Virginia Works continues to lead the Commonwealth’s transformation into the Top State for Talent by building a workforce system grounded in transparency, accountability, and continuous improvement. A cornerstone of this effort is the **Commonwealth-Wide Workforce Metrics** initiative, launched in Fall 2023 in response to legislative direction and the growing need for consistent, outcomes-based performance measurement.

Pursuant to § 2.2-2037 #5 of the Code of Virginia, the Secretary of Labor is required to conduct annual statewide evaluations of workforce development and training programs. Virginia Works is charged with implementing this mandate by developing a standardized metrics framework, collecting and analyzing data across programs, and establishing mechanisms to assess effectiveness.

This initiative is not just about compliance—it is about building a culture of performance and learning. Virginia Works has adopted a “pilot, refine, and continuously learn” approach, working closely with data owners and program administrators to ensure metrics are meaningful, actionable, and aligned with each program’s unique mission. Programs are supported through structured onboarding, office hours, and quarterly meetings.

The Commonwealth-Wide Metrics provides a comprehensive view of workforce program performance, including metrics such as job placements, people trained, program costs, cost per participant, wage progression, and job retention. Importantly, metrics are used to measure program progress against individual goals, not to compare programs with different scopes or funding levels.

To complement statewide data, Virginia Works developed baselines, metrics, and measures to assess service delivery by geography. These snapshots provide a holistic, outcome-oriented view of workforce performance in each of Virginia’s 14 Local Workforce Development Areas (LWDAs). The Virginia Board of Workforce Development (VBWD) plays a central role in this process—approving statewide metrics, reviewing performance data, and guiding continuous improvement efforts.

A full list of participating programs and job placement and people trained data for FY24 and FY25 is included in the Appendix.

## PART II. OBSTACLES TO AND STRATEGIES FOR BETTER PROGRAM & RESOURCE COORDINATION

Over the past 18 months, Virginia has made significant progress in strengthening coordination across its workforce development ecosystem. Through the establishment of Virginia Works, the Commonwealth has taken a major step toward aligning programs, improving transparency, and fostering collaboration across agencies and regions.

### Key accomplishments include:

- **Commonwealth-wide engagement:** Virginia Works launched bimonthly workforce town halls, drawing over 200 practitioners from across agencies, and published a catalog of 70+ statewide programs to improve visibility and coordination.
- **Cross-agency collaboration:** Structured strategy sessions with seven partner agencies led to tangible outcomes, including new legislation authorizing Virginia Works to lead reentry job placement efforts in partnership with the Department of Corrections (DOC).
- **Improved communication and knowledge sharing:** The agency launched a monthly “Directors’ Digest” to keep local workforce leaders informed and convenes monthly Business Services Team (BST) meetings across all 14 Local Workforce Development Areas (LWDAs) to share best practices and align employer engagement strategies.
- **Program integration and service delivery enhancements:** Virginia Works embedded Registered Apprenticeship Consultants into American Job Centers (AJCs), transitioned Workforce Services Representatives to Career Navigators, and launched referral pilots to improve coordination between Title I and Title III programs.
- **Data and technology modernization:** The agency launched the Workforce Data Trust and initiated a UI wage match project to improve performance tracking and program evaluation. It also implemented VOS Greeter technology to streamline intake and improve the customer experience.
- **Strategic planning and innovation:** The Workforce Brain Trust, a cross-agency leadership group, helped shape the Commonwealth’s strategic workforce plan and continues to drive progress through ongoing sprints focused on shared priorities.

Despite these gains, Virginia’s workforce system remains complex, comprising over 60 programs administered by a wide array of state agencies, local boards, and educational institutions. Fragmentation, redundancy, and limited data integration continue to pose challenges to seamless service delivery and resource alignment.

Findings from a recent [third-party workforce system comprehensive assessment](#) underscore these challenges. For example, only 1 in 3 Virginians are aware of the workforce services available to them, and many employers report difficulty navigating the system to find talent or training support. These insights reinforce the need for continued investment in centralized coordination, customer awareness, and digital access.

To address these challenges, Virginia Works is pursuing several strategies:

- Strengthening its role as a statewide convener, with the capacity to align programs, partners, and funding streams around shared goals.
- Expanding digital tools like VirginiaWorks.gov and VirginiaHasJobs.com to improve access and visibility for job seekers and employers.

- Scaling successful models, such as VCCS’s Fast Forward and G3 programs, and expanding work-based learning through apprenticeship intermediaries and employer partnerships.
- Supporting local boards in building capacity, especially in under-resourced regions, to ensure consistent, high-quality service delivery statewide.

Continued investment in Virginia Works’ operational capacity is essential to sustaining this momentum. As the Commonwealth’s workforce ecosystem leader, the agency must be equipped to coordinate across programs, manage data infrastructure, and drive innovation that meets the evolving needs of Virginia’s workers and employers.

### **Brand & Engagement: Advancing a Unified Identity for Virginia’s Workforce System**

Despite major progress in coordination and service delivery, brand fragmentation remains a persistent challenge across Virginia’s workforce system. While Virginia Works has emerged as the Commonwealth’s central workforce agency, many job seekers and employers still encounter a confusing array of names and identities—such as “Virginia Career Works,” “One-Stop Centers,” “Unemployment Offices,” and “American Job Centers”—that all refer to the same core services. This inconsistency undermines public awareness, creates barriers to access, and weakens the overall customer experience.

To address this, Virginia Works has begun developing a cohesive statewide brand strategy in partnership with the Virginia Board of Workforce Development. The goal is to transition the system to a single, unified identity under the Virginia Works brand, applied consistently across all materials, websites, signage, and service locations. This transition will help:

- Improve public understanding of available services
- Build trust and credibility with job seekers and employers
- Reinforce the agency’s role as a strategic convener and service integrator

This effort aligns with recommendations from the [third party workforce system report mentioned earlier](#), which emphasized the need for Virginia Works to clearly articulate its mandate, priorities, and services to stakeholders at all levels. Outreach must highlight how Virginia Works complements and enhances local and partner agency efforts—not replaces them—while reinforcing the agency’s value proposition and using the brand transition as an opportunity to super-charge Virginians’ awareness of workforce services that can be broadly utilized.

The restrictions on use of federal funds for outreach and brand-building activities has historically limited the workforce system from reaching that broad level of awareness, and Virginia may consider key components of the brand transition that require additional investment to be successful, including:

- Professional branding and design
- Broad digital communication and outreach campaigns targeted to both jobseeker and employer audiences
- Additional support for localized brand-building and awareness needs and campaigns

A clear, consistent brand is not just a communications issue—it is a critical enabler of aligned service delivery, improved customer experience, and stronger statewide coordination. As Virginia continues its journey to become the Top State for Talent, a unified brand under Virginia Works will help ensure that every Virginian knows where to turn for workforce support—and what to expect when they get there.

### **Partner Engagement: Strengthening Collaboration Across Virginia’s Workforce Ecosystem**

Virginia Works has significantly expanded its role as a statewide convener, bringing together public, private, and nonprofit partners to align strategies, share data, and drive innovation across the workforce system. Two major milestones in this effort were the Virginia Works Together Summit (2024) and the Together for Talent Employer Summit (2025)—each drawing over 200 stakeholders from across the Commonwealth. These events fostered meaningful dialogue between employers, educators, workforce professionals, and policymakers, and helped build momentum around shared goals.

Building on this success, Virginia Works is exploring opportunities to take the Together for Talent experience on the road—hosting regional roadshows that bring the same energy and collaboration to local communities. These events will deepen engagement with employers and local partners, surface regional priorities, and strengthen alignment between state and local strategies.

At the heart of Virginia’s cross-agency coordination is the Workforce Brain Trust—a collaborative group of state agencies that meets monthly to advance workforce development priorities. Convened by Virginia Works, the Brain Trust includes representatives from: VEC, VDOE, SCHEV, VEDP, VOEE, VCCS, DSS, DARS, DOC, DBVI, DPOR, DHCD, SBSB, DVS, VDHP, and VHWDA.

This group played a central role in developing the ***Virginia Works for Everyone Strategic Plan***. This 2025-2030 strategic plan is a living document that will guide implementation of our four cross-agency talent moonshots through sprint-based projects. For example, as of December 2025:

- The #1 in Future-Ready Talent workgroup is advancing digital skills and career readiness, with 6,691 Virginians earning Grow with Google AI scholarships. The group is now launching sprints focused on Life Design, Durable Skills, and AI & Emerging Tech Readiness.
- The #1 in Work-Based Learning workgroup is developing a toolkit for employers and will host a Work-Based Learning Day of Collaboration on December 11, bringing together coordinators from across agencies to align efforts and share best practices.

These collaborative structures are supported by a robust evaluation and performance framework, including:

- Quarterly program reviews for 11 major programs
- Statewide performance metrics for LWDBs
- Data integration through the Workforce Data Trust
- Joint planning with partner agencies to align operating plans with statewide strategy

Together, these efforts reflect a maturing ecosystem of collaboration, where agencies are not only working together—but learning, innovating, and improving together. Continued investment in Virginia Works’ capacity to lead this coordination is essential to sustaining progress and ensuring that every Virginian benefits from a connected, high-performing workforce system.

## **Integrated Service Delivery: Advancing Alignment Across Programs and Partners**

Virginia's workforce system has made meaningful progress in aligning services across agencies and programs through avenues like the Workforce Brain Trust mentioned above, but fragmentation remains a key challenge, particularly in how we engage employers, refer and co-enroll jobseekers across programs that can help them, and deliver work-based learning (WBL) opportunities at scale. Specifically on work-based learning (WBL), multiple programs across state agencies—including Registered Apprenticeship, internships, on-the-job training, and transitional employment—interact with employers, often without shared metrics, coordinated outreach, or aligned service delivery.

To address this, Virginia Works is leading efforts to integrate and streamline employer-facing services as part of the moonshot goal of becoming #1 in Work-Based Learning mentioned earlier. This includes:

- Developing a Work-Based Learning Employer Catalog to help businesses identify the right model for their needs
- Hosting a Work-Based Learning Day of Collaboration on December 11, bringing together WBL coordinators from across agencies to align strategies, clarify roles, and build shared goals
- Creating a toolkit for employers to implement WBL models more effectively
- Establishing common metrics to track WBL participation and outcomes across programs

A central pillar of this strategy, as mentioned earlier, is the expansion of Registered Apprenticeship (RA). Virginia Works has set a bold goal to double RA participation by 2030, building on a 42% increase since 2021. This growth is being driven by a network of 27 intermediaries—up from just 4 in 2022—including VCCS institutions, which play a critical role in scaling apprenticeship across sectors. These intermediaries help onboard employers, manage program standards, and serve as regional hubs for work-based learning.

Efforts to improve referral and co-enrollment between programs are also underway. Virginia Works is piloting referral projects between Title I and Title III services and embedding Registered Apprenticeship Consultants in American Job Centers to ensure seamless handoffs between programs. These efforts are designed to reduce duplication, improve customer experience, and ensure that individuals receive the full range of services they need to succeed.

Looking ahead, there is a significant opportunity to deepen integration with key partners, particularly the Virginia Community College System (VCCS) and the Department of Social Services (DSS). Aligning geographic service areas, coordinating outreach, and sharing data across these systems would enable more consistent service delivery and better outcomes for both job seekers and employers.

Together, these efforts reflect a broader shift toward integrated, customer-centered service delivery—one that aligns programs, reduces friction, and ensures that every Virginian has access to meaningful, coordinated workforce support.

## **Employer Engagement: Advancing Sector Strategies and Employer-Led Innovation**

Virginia Works continues to modernize and strengthen employer engagement across the Commonwealth, recognizing that employers are essential partners in building a future-ready workforce. Through a combination of sector-based strategies, employer-led training initiatives, and digital tools, Virginia Works is aligning workforce services with real-time business needs.

In addition to the collaborative work done to date on employer engagement in work-based learning programs, another key focus has been on revitalizing Virginia’s approach to sector strategies. In partnership with the Blue Ridge Partnership for Regional Workforce Development, Virginia Works supported the development of a sector strategy playbook—a practical guide for regional collaboration that can be scaled statewide. This model emphasizes employer leadership, cross-sector coordination, and data-informed planning to address talent gaps in high-demand industries. In addition, Virginia Works led a coordinated effort on behalf of the workforce ecosystem’s partners to create a modernized Talent Solutions Guide for employers, inclusive of all of the programs and services provided to support Virginia employers’ talent development & retention strategies.

To further support employer-driven innovation, at the direction of the Governor’s Office, Virginia Works has invested Title I Governor’s Reserve funds into establishment of two new initiatives:

- **The APM Apprenticeship Accelerator**, which will help employers design and launch apprenticeship programs tailored to their workforce needs
- **The Maritime & Nuclear Accelerator**, which will apply a Talent Accelerator-style approach to conduct employer needs assessments and rapidly develop training pipelines in these critical sectors

These programs reflect a broader shift toward employer-led training models that start with business needs and build customized solutions, ensuring that Virginia’s workforce system is responsive, agile, and aligned with economic development priorities.

In 2025, Virginia Works hosted 55 virtual hiring events, connecting 23,382 job seekers with 1,351 employers and generating over 16,000 job applications. These events included regional “Super Tuesdays,” “Workforce Wednesdays,” and specialized events such as a Veterans Hiring Fair in partnership with the Department of Veterans Services on National “Hire a Veteran” Day.

The *Together for Talent* Summit, held in Richmond in September 2025, brought together Chief Human Resources Officers, business leaders, and workforce professionals to address skills gaps, emerging technologies, and work-based learning strategies. The event featured a Shark Tank-style pitch competition and a keynote from Governor Glenn Youngkin, reinforcing Virginia’s commitment to becoming the Top State for Talent.

Looking ahead, Virginia Works will continue to expand its Together for Talent initiative through regional roadshows, bringing employer engagement strategies directly to communities across the Commonwealth. These efforts, combined with the ongoing work of the Workforce Brain Trust, ensure that employer voices remain central to the design and delivery of workforce solutions.

## **Process Improvement: Streamlining the Client Experience and Saving Time and Effort**

Throughout the stand-up phase of Virginia Works, the agency has continually identified opportunities to improve, streamline, and digitize key business processes. Notably, the agency has automated the Federal 9130 reporting process, resulting in an annual time savings of 734 hours; transitioned the Registered Apprenticeship program from paper to digital forms and instituted sponsor self-service in the RAPIDS system to improve accessibility; established processes for the WIOA Eligible Training Provider List; and built an internal app for tracking Foreign Labor Certification applications, saving nearly six weeks of inspector time and 3.5 weeks of management review annually.

## **Technology & Data: Modernizing Key Enablers of our Workforce Ecosystem**

Virginia Works has made significant strides in modernizing its technology and data infrastructure to support a more accessible, integrated, and human-centered workforce system. These advancements are laying the groundwork for a more responsive and transparent approach to service delivery—one that meets the evolving needs of job seekers, employers, and policymakers.

To lead this transformation, the agency appointed its first Chief Information Officer and Chief Data Officer, restructured its IT department, and established a dedicated data science team. These foundational changes have enabled Virginia Works to launch several key platforms:

- VirginiaWorks.gov – the agency’s modernized website, including customized content for employers, jobseekers, and workforce partners, a dedicated apprenticeship hub, and more;
- VirginiaHasJobs.com – a digital launch pad for jobseekers, designed and launched within 60 days and with almost 300,000 visits since February, offering tools like a searchable apprenticeship directory, a federal workforce support hub, and a growing Skills Hub featuring upskilling options on AI, data science, and career readiness
  - VirginiaHasJobs.com/ai offers free and low-cost training in AI, cybersecurity, and data analytics through a partnership with Grow with Google. Over 6,800 Virginians have already earned Google Career Certificates.
  - VirginiaHasJobs.com/datatech and /careerskills provide pathways to in-demand technical and soft skills.
  - Coming soon, Virginia Has Jobs will feature both industry and skills-specific content, including healthcare, pharmaceutical manufacturing, skilled trades, Veterans, justice-involved, and more.

On the data front, Virginia Works continues to be the state’s primary provider of key labor market information (LMI) through its BLS-funded teams, who produce the monthly JOLTS report and other key economic and employment indicators. The Virginia Works “Dataworks” team has built a complementary data governance strategy and continues to lead the Workforce Data Trust, incorporating education & workforce data across multiple agencies. Virginia Works also continues to work in partnership with the Virginia Employment Commission (VEC) on a UI wage data enhancement project within the state’s UI system, expected to be completed by fall 2026. In addition, Virginia Works and the Virginia Board of Workforce Development work closely with the Virginia Office of Education Economics (VOEE) on the state’s high-demand occupations list, ensuring a data-driven approach to reviewing and aligning with high-demand occupations across Virginia.



To improve operational visibility, Virginia Works is developing an internal operations dashboard that will provide real-time insights into program capacity, service delivery, and outcomes. This tool will help agency leaders and partners make more informed decisions and allocate resources more effectively.

Looking ahead, continued investment is needed to:

- Modernize legacy systems and case management platforms
- Enhance front-end user experience on VirginiaWorks.gov and VirginiaHasJobs.com
- Consolidate IT assets to reduce redundancy and improve efficiency
- Expand IT staffing capacity to support cybersecurity, infrastructure, and digital service delivery

A critical next step is to improve and align employer engagement metrics across programs. This includes tracking:

- Employer satisfaction using Net Promoter Score (NPS)
- Employer penetration rates to assess reach and impact
- Engagement outcomes such as repeat participation, hiring conversions, and training completions

These metrics will help Virginia Works better understand employer needs, tailor services, and demonstrate return on investment—ensuring that businesses view the workforce system as a trusted, value-added partner.

As Virginia continues its journey to become the Top State for Talent, technology and data will remain central to delivering a workforce system that is equitable, efficient, and future-ready.

## **CONCLUSION: A UNIFIED VISION FOR VIRGINIA’S WORKFORCE FUTURE**

The establishment of Virginia Works marks a pivotal moment in Virginia’s workforce journey. More than a new agency, it represents a new model of leadership, one that connects programs, aligns strategies, and amplifies the impact of our collective efforts. Through initiatives like the Workforce Brain Trust, regional sector strategies, employer-led training accelerators, and integrated data systems, Virginia Works is building the infrastructure for a truly modern, human-centered workforce system.

But Virginia Works cannot do this alone. Success depends on continued investment in capacity, technology, and partnerships. It requires the General Assembly’s support to unify branding, scale innovation, and sustain the agency’s role as a statewide convener. It also requires every partner, state and local, public and private, to embrace a shared vision and work together toward common goals.

The years to come will continue to be transformative. With Virginia Works as the catalyst and our partners as co-creators, we will build a workforce ecosystem that is nationally recognized for its innovation, inclusivity, and impact. Together, we will make Virginia the Top State for Talent—and ensure that *Virginia Works for Everyone*.

## Appendix Workforce Programs in Commonwealth's Workforce Metrics as of December 1, 2025

### Workforce Education & Training

- Adult Education (DOE)
- Apprenticeship (DOC)
- Career and Technical Education (DOC)
- Career and Workforce Development Center (RHEC)
- Commonwealth Cyber Initiative Career Preparedness and Experiential Learning (VIPC)
- Fiber Optic Technician Training (NCI)
- Get Skilled, Get a Job, Get Ahead "G3" (VCCS)
- Hampton Roads Skilled Trades Rapid On-ramp Network for Growth (Virginia Works)
- New Economy Workforce Credential Grant (SCHEV)
- Postsecondary Career and Technical Education (VCCS)
- Registered Apprenticeship (IALR)
- Registered Apprenticeship (Virginia Works)
- Secondary CTE - Perkins (DOE)
- Supplemental Nutrition Assistance Program Employment and Training (DSS)
- Trade Adjustment Assistance (Virginia Works)
- Virginia Initiative for Education and Work (DSS)
- Virginia Rural Information Technology Apprenticeship Grant Fund and Program (SVVHEC)
- Virginia Space Grant Consortium Internship Programs
- Virginia Talent + Opportunity Program (SCHEV)
- Vocational Rehabilitation Program (DARS)
- Vocational Rehabilitation Program (DBVI)
- Waterman's Apprentice Program (VMRC)
- Work Certifications (DOC)
- Workforce Development Grant Program (DRPT)
- Workforce Development Initiative (DJJ)
- Workforce Innovation and Opportunity Act Adult (Virginia Works)
- Workforce Innovation and Opportunity Act Dislocated Worker (Virginia Works)
- Workforce Innovation and Opportunity Act Youth (Virginia Works)
- Workforce Training Programs (SVHEC)

### Capacity Building

- Advanced Manufacturing Talent Investment Program and Fund Pilot (VEDP)
- Appalachian Regional Commission (DHCD)
- Commonwealth Cyber Initiative (VIPC)
- Earn to Learn Nursing Education Acceleration Program (VDH)
- Growth and Opportunity Fund – "GO Virginia" (DHCD)
- Institutes of Excellence for Non-Credit Training and Instruction (VCCS)
- Virginia Nursing Scholarship Programs (for CNAs, nurse educators, LPN, RN, NP) (VDH)
- Virginia Nurse Preceptor Incentive Program
- Virginia Loan Repayment Programs for Healthcare Jobs
- Virginia J-1 Waiver Programs (VDH)
- Work Opportunity Tax Credit (VA Works)
- Workforce Development & Training Fund (VCEDA)







### Business Support Services























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





### Supportive Services

- Employment Service Program (Virginia Works)
- Family Engagement Services (DSS)
- Jobs for Veterans (Virginia Works)
- Migrant and Seasonal Farmworkers (VA Works)
- Military Education & Workforce Initiative (DVS)
- Military Medics and Corpsman Program (DVS)
- Rapid Response (Virginia Works)
- Reemployment Services and Eligibility Assessment (Virginia Works)
- Refugee Support Services Program (DSS)
- Senior Community Service Employment Program (DARS)












### Commonwealth Workforce Metrics Data

	Agency and Program Name	Job Placement			People Trained		
		FY24 Baseline	FY 25 Goal	FY25 Actual	FY24 Baseline	FY 25 Goal	FY25 Actual
1	DARS Senior Community Service Employment Program	7	8	10 	435	Not applicable-program transition	428 
2	DARS Vocational Rehabilitation Program	2,687	2,821	2,754 	3,715	3,901	3,834 
3	DBVI Vocational Rehabilitation Program	141	145	99 	190	196	196 
4	DHCD Appalachian Regional Commission	New Program identified in FY25			New Program identified in FY25		
5	DHCD Growth & Opportunity Fund	281 Jobs Created	406 Jobs Created	918 Jobs Created 	6,490	9,970	9,264 
6	DJJ Workforce Development Initiative	19*	40	66 	39*	82	42 
7	DOC Apprenticeship	17	Goal Established for FY26	19 	20	21	39 
8	DOC Career & Technical Education	328	Goal Established for FY26	421 	1,314	1,380	1,507 
9	DOC Work Certifications	101	Goal Established for FY26	169 	656	689	1,266 
10	DOE Adult Education	4,140	4,306	4,729 	1,453	1,540	2,375 
11	DOE Secondary CTE-Perkins	8,488	8,912	10,041 	45,834	48,126	48,320 
12	DRPT Workforce Development Grant Program	Data not available	Goal to be established after baseline	Data not available	15	16	24 
13	DSS Family Engagement Services	Data not available	Goal Established for FY26	344	Data not available	Goal Established for FY26	9
14	DSS Refugee Support Services Program	Data not available	Goal Established for FY26	5,465	Data not available	Goal Established for FY26	Data not available

15	DSS Supplemental Nutrition Assistance Program Employment & Training	1,055	1,108	1,148 	349	366	483 
16	DSS Virginia Initiative for Employment & Work	12,001	12,601	13,462 	792	832	1,071 
17	DVS Military Education & Workforce Initiative	92	Not applicable- program in sunset	58 	89	Not applicable- program in sunset	73 
18	DVS Military Medics & Corpsman Program	102	300	86 	NA	NA	NA
19	DVS Virginia Values Veterans	5,645	10,000	19,499 	NA	NA	NA
20	IALR Registered Apprenticeship Program	17*	52	55 	3*	13	33 
21	NCI Fiber Optic Technician Training	4*	9	1 	19*	40	23 
22	RHEC Career & Workforce Development Center	13*	27	4 	Data not available	Goal Established for FY26	7
23	SCHEV New Economy Workforce Credential Grant	942	989	1,146 	12,795	13,434	21,558 
24	SCHEV Virginia Talent + Opportunity Programs	Data not available	Goal to be established after baseline	Data not available	23,103	24,258	24,092 
25	SVHEC Workforce Training Programs	73	77	106 	186	195	210 
26	SWVHEC Virginia Rural Information Technology Apprenticeship Grant Fund Program	2*	4	36 	35*	50	62 
27	VCCS Get Skilled, Get a Job, Give Back Innovation & Program Grants	Data not available	Goal Established for FY26	4,135	5,330	5,490	9,086 
28	VCCS Institutes of Excellence for Non-Credit Training & Instruction	NA	NA	NA	NA	NA	NA
29	VCCS Postsecondary Career & Technical Educations	Data not available	Goal Established for FY26	18,113	25,114	25,865	33,793 

30	VCEDA Workforce Development & Training Fund	18*	36	137 	278*	404	387 
31	VDH ARC J-1 Waiver	0	Goal to be established after baseline	0	0	Goal to be established after baseline	0
32	VDHEarn to Learn Nursing Education Acceleration Program	New Program data not yet available			New Program data not yet available		
33	VDH Health & Human Services Waiver Program	15	18	1 	NA	NA	NA
34	VDH Mary Marshall CNA Nursing Scholarships & Mary Marshall CNA Long Term Facility Scholarships VDH	105	50	25 	105	50	25 
35	VDH Mary Marshall Nursing Scholarship Program Nursing Scholarships, LPN & RN	108	113	63 	NA	Goal Established for FY26	63 
36	VDH National Interest Waiver Program	9	13	5 	NA	NA	NA
37	VDH Nurse Educator Nursing Scholarships	2	2	0 	NA	NA	NA
38	VDH Nursing Preceptor Incentive Program	330*	378	586 	263*	1,105	2,788 
39	VDH Nursing Scholarships Long-Term Facility(CNA, LPN, RN)	14	10	3 	NA	Goal Established for FY26	3 
40	VDH Nursing Scholarships Nurse Practitioner/Nurse Mid-Wife	Data not available	3	5 	Data not available	3	5 
41	VDH Virginia Behavioral Health Student Loan Repayment Program	88	95	36 	NA	NA	NA
42	VDH Virginia Conrad 30 Waiver Program	30	30	30 	NA	NA	NA
43	VDH Virginia Student Loan Repayment Program	62	65	98 	NA	NA	NA
44	VEDP Advanced Manufacturing Talent Investment Program	NA	NA	NA	NA	NA	NA

	& Fund Pilot						
45	VEDP Talent Accelerator Program	1,557 Jobs Created	Alternative metric	4,844  Jobs Created	NA	NA	NA
46	VEDP Tech Talent Investment	NA	NA	NA	NA	NA	NA
47	VEDP Virginia Jobs Investment Program	3,320 Jobs Created	Alternative metric	3,926  Jobs Created	NA	NA	NA
48	VIPCommonwealth Cyber Initiative Career Preparedness	NA	NA	NA	New program in FY25	Goal Established for FY26	4,230
49	VIPCommonwealth Cyber Initiative Experiential Learning	New program in FY25	Goal Established for FY26	67	New program in FY25	Goal Established for FY26	608
50	Virginia Space Grant Consortium Internship Program	Data not available	Goal to be established after baseline	Data not available	22*	46	131 
51	Virginia Works Employment Service Program	17,461	18,334	18,700 	NA	NA	NA
52	Virginia Works Foreign Labor Certification	8,948 Jobs Created	Alternative metric goal	9,032  Jobs Created	NA	NA	NA
53	Virginia Works Hampton Roads Skilled Trades Rapid On-Ramp Network	220	231	196 	314	330	368 
54	Virginia Works Jobs for Veterans	344	361	335 	NA	NA	NA
55	Virginia Works Migrant & Seasonal Farmworkers	NA	NA	NA	NA	NA	NA
56	Virginia Works Rapid Response	69*	290	325 	NA	NA	NA
57	Virginia Works Reemployment Services & Eligibility Assessment	1,653	1,736	3,072 	NA	NA	NA
58	Virginia Works Registered Apprenticeship Program	4,098	4,303	5,154 	1,444	1,516	1,806 

59	Virginia Works Trade Adjustment Assistance	70	Program in sunset	30 	45	Program in sunset	13 
60	Virginia Works Work Opportunity Tax Credit	10,292* Applications certified	43,226	34,959  Applications certified	NA	NA	NA
61	Virginia Works Workforce Innovation & Opportunity Act - Adult	1,677	1,727	1,663 	1,028	1,058	935 
62	Virginia Works Workforce Innovation & Opportunity Act - Dislocated Workers	285	285	271 	198	198	109 
63	Virginia Works Workforce Innovation & Opportunity Act - Youth	521	547	624 	243	255	252 
64	VMRC Waterman's Apprentice Program	24	50	1 	Data not available	2	53 

\*FY24 data does not represent a full year of data  
Data as of December 1, 2025