

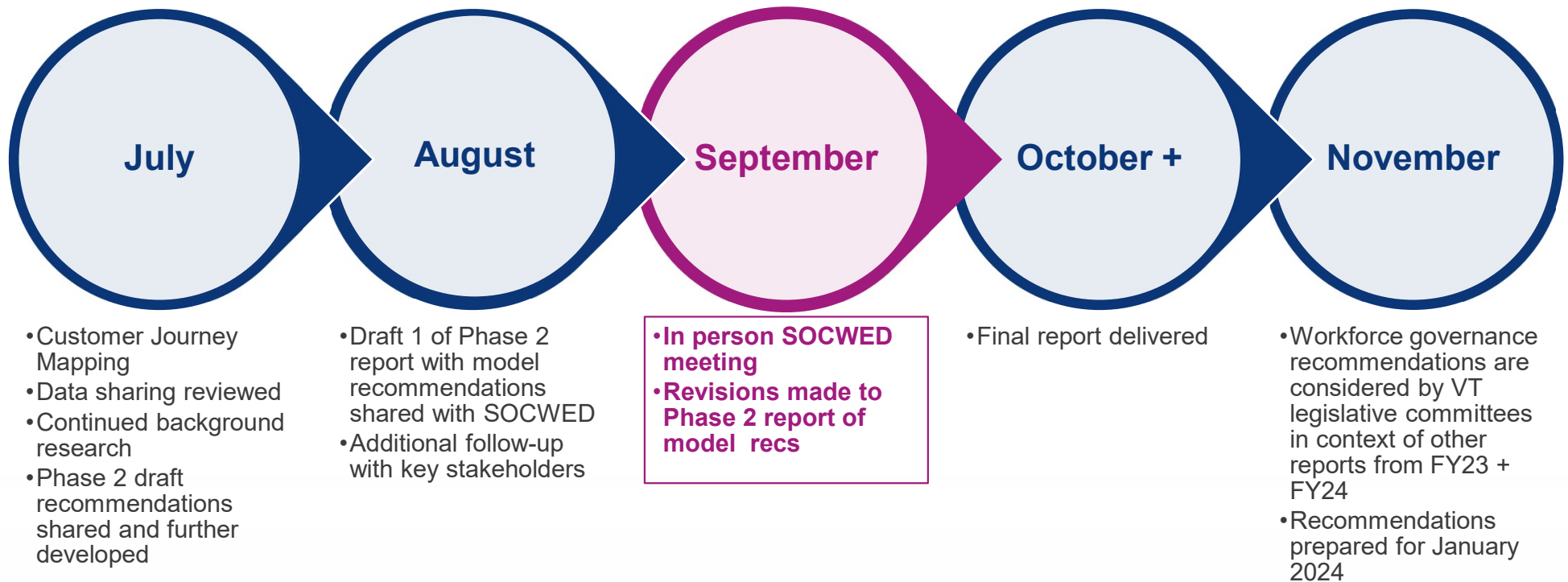
Vermont Special Oversight Committee on Workforce Expansion and Development (SOCWED)

Project Update

July 10, 2023

Project Overview

Timeline as Discussed on June 5



Model Development

Ideas coming out of June 5th meeting

Framing: *Foundational Assumptions*

1. VT desires a **governance system** that organizes all – state and federal – workforce development investments **under one body**.
2. The governance body and lead staff need to be **credible with public and private entities** – first and foremost, elected officials, external partners and business representation.
3. The governance body and lead staff also need to be able to lead/collaborate with **the highest levels of the Governor's Administration**.
4. **Vision and deployment of other resources** (regional organization of business services, coordination of state services, etc.) will emanate out from an established SWDB structure and sector commitments.
5. Whatever model VT ends up with, **change management, branding, communications, and staff capacity and training/upskilling** are all critical investments to see through in a deliberate, consistent implementation plan.



Framing: *SOCWED Requests*

SOCWED is interested in addressing the following through the Phase 2 report:

- Grant the SWDB authority over all workforce investments in the state
- Identify where the leader of the SWDB sits in the ecosystem and the stature of role
- Identify adequate mechanisms to fund the infrastructure
- Suggest strategies that allow for incentivized, incremental implementation, such as pilot, replicate, and then institutionalize.



Framing: *Limitations + Cautions*

- Ensuring that “the system” provides adequate resources to staff the infrastructure.
- Avoid duplication of other regional efforts to steer investments (CTE, RDCs).
- Do not introduce more complexity.
- Monitor for equitable impact across regions, populations, businesses.
- Wholesale overhaul will likely not be well-received, identify change that can be piloted and/or phased in over time.



Draft Recommendations: Two-tiered Model Development

Draft Recommendations: Two Sets of Models

Vision + Governance

- State Workforce Development Board
- Accountability to Executive and Legislative branches
- Data management

Implementation

- Sector Strategies
- Outsourced services
- Regional and state coordination



Models: Vision + Governance Structure

Model	SWDB Status	SWDB Chair	SWDB staff	Workforce Skills Cabinet	Method	Other
1	Government committee	Business	Junior staff in Commerce/Labor, who support a “WD Czar”	No Cabinet, but instead a WD Czar reports to Gov	Executive Order	Combined with annual data collection expectations (data trust?) - state/fed - and annual report to legislature
2	Create 501 c3	Business	Executive Director reports 501 c3 Board of Directors; high-ranking member of Administration is on the board, who is accountable to Gov and convenes Cabinet staff	Cabinet is a committee of the SWDB, accountable to Gov and supported by ED	Legislature	Combine with annual data collection expectations (state/fed) and annual report to legislature
3	Gov’t / 501c3	Business	Senior policy person on Gov staff	Formalized “Workforce Cabinet” separate and elevated above VDOL/Commerce	Legislature	Through whatever authorizing language, keep the Workforce Cabinet as a standing entity accountable to executive office but responsible for comprehensive report to legislature on workforce investments and outcomes



Vision + Governance Structure

Other Considerations still to be addressed within the models

- What are the BUDGET IMPLICATIONS for all three models?
- How would creating a Workforce Development Office that straddles – VDOL, Commerce, Education, and special line items – fit into the structure?
- What kind of formalized MOUs / By-law review is required for each?
- What are the risks/rewards and level of effort required to make any of the changes for each model?
- Are there implications for language changes in state budget for existing workforce line items?
- Which entity is in best position to make recommendations to legislature about funding needs?
- Might there be a role for UVM as the land grant research institute to support data uniformity/collection/research?



Models: Implementation Structure

Model	Vision	Cross-sector Convening Function	Statewide aggregation/ convening	Regional – Demand aggregation ³	Regional – Supply aggregation	Accountability
1	Sector Strategy Set by the SWDB + Governor	RDCs but in a configuration that aligns with the way people work and live	VDOL or SWDB facilitates meetings at sub-state level	SWDB (501c3 or if under Commerce) hires business services staff	VDOL or comparable organization provides comprehensive supply info from K-primary work age	Report to SWDB for accountability; must align with state vision to qualify for funds; operate programs; eligible for eco dev subsidies
2	RDC's prioritize the sectors within their areas	RDCs as currently organized – no changes	RDC's or comparable entities identify, invite, and arrange meetings	RDCs	VDOL/ SWDB provides the template for aligning sectors and skills within those sectors	Accountable based upon identification of employer hiring information
3	SWDB compiles RDC sector work to align with statewide mapping	SWDB takes on staff	SWDB provides this as basis of annual report and prioritization of resources	RDC to SWDB	SWDB receives information and aligns from region to state	SWDB reviews performance related to demand sectors

Implementation Structure

Other Considerations still to be addressed within the models

- What else about EDUCATION + TRAINING capacity and DATA SHARING/COLLECTION needs to be included in the model considerations?
- How does the governance of the CTE system – youth and adult - factor into the models?
- What are the implications for ETPL alignment?
- How might business services be better delivered through the sector strategies?
- Where does governance and implementation of Registered Apprenticeship fit into these models?
- What kinds of MOUs are needed to formalize these partnerships and working relationships?
- How does the FY24 AJC contract with a new operator factor into these models?
- How might VT utilize this strategy to designate and support government as a priority sector strategy?





Solutions that Matter