



STATE OF CONNECTICUT
GOVERNOR NED LAMONT

GWC Strategic Plan Updates

Higher Education & Employment Advancement Committee

11/29/2021

Agenda

- i. Welcome
- ii. GWC & OWS Overview
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 - ii. Committee Reorganization
 - iii. New Council Members
- iii. 2021 Workforce Legislation Recap
- iv. 2021 GWC Strategic Plan Updates
- v. CareerConneCT
- vi. Agency Partnership

GWC & OWS Overview

The Governor's Workforce Council was created to develop a nation-leading workforce.

The Governor's Workforce Council
WORKFORCE STRATEGIC PLAN
2020



- After one year of development, the GWC released its Workforce Strategic Plan on October 28, 2020.
- The Plan puts forward a coordinated, statewide strategy for **building an equitable, inclusive, and innovative workforce** that meets the needs of the current economic environment.
- The Plan recommends strategies in four key areas: business leadership, education, equity and access, and data.
- This Plan was a collaborative effort and solicited feedback and recommendations from industry representatives, educators, philanthropic and community-based organizations, and other key groups.
- Feedback or questions can be sent to gwc@ct.gov



The GWC is focused on equity, alternative college pathways, job training, and performance.



Data & Performance

Credential Registry; My CT Journey; Dashboards & Standard Evaluation Framework; CTHires Enhancements



Diversity, Equity, and Inclusion

Re-entry; Veterans; People with Disabilities (Supportive Employment Services); Youth; BIPOC



Business Leadership

- Regional Sector Partnership
- Skills Based Hiring
- Quality Jobs
- CampusCT (Retaining College Graduates)



Sector Training

- Manufacturing
- Healthcare
- IT
- Construction / Clean Energy
- Bioscience



Education & Career Pathways

- **Pathways Policy & Development (High School to Post Secondary)**
 - Dual Credit/Dual Enrollment
 - WBL (Business Leadership Partnership)
 - Career Exploration & Advising
 - Teacher Professional Development
- **Adult Education**



Barriers to Employment

Childcare/ECE; Transportation; Benefits Cliffs; Cross Barrier Solutions

S.B. 1202 expanded the size of the Governor's Workforce Council

1. Alexis Gevanter | Moms Demand Action for Gun Sense in America, Lead Organizer
2. Amy Porter | CT DSS, Commissioner
3. Andrew Agwunobi | UCONN, President
4. Andrew Bond | General Dynamics Electric Boat, VP of Human Resources
5. Anthony Medici | Medtronic, Sr. Director of Operations
6. Brian Doubles | Synchrony, President & CEO
7. Charlene Russell-Tucker | CT SDE, Commissioner
8. Chris DiPentima | CBIA, CEO
9. Cindi Bigelow | Bigelow Tea, Executive Director
10. Dante Bartolomeo | CT DOL, Commissioner
11. David Lehman | CT DECD, Commissioner
12. Ed Hawthorne | AFL-CIO, Incoming President
13. Erika Smith | ReNetX Bio, Inc, CEO
14. James Loree | Stanley Black & Decker, CEO
15. Jay Williams | The Hartford Foundation for Public Giving, President/CEO
16. Jeffrey Flaks | Hartford Healthcare, CEO
17. John Murphy | Nuvance Health, CEO
18. Judy Olian | Quinnipiac, President
19. Kathy Silard | Stamford Hospital, CEO
20. Kelli-Marie Vallieres | CT OWS, Chief Workforce Officer
21. Keri Hoehne | Local 371 UFCW, Executive Vice President
22. Leslie Torres-Rodriguez | Hartford Public Schools, Superintendent
23. Leticia Colon de Mejias | Energy Efficiency for All, Co-Chair
24. Maggie Hulce | Indeed, Senior Vice President
25. Mark Argosh | Social Venture Partners CT, Executive Director
26. Marna Borgstrom | Yale New Haven Hospital, CEO
27. Michelle James | CAA of Western CT, Executive Director
28. Molly Kellogg | Hubbard-Hall, CEO
29. Dr. Monette Ferguson | Alliance for Community Empowerment, Exec Dir.
30. Governor Ned Lamont | CT Governor
31. Neil O'Leary | City of Waterbury, Mayor
32. Paul Costello | NECA & IBEW Local 90 JATC, JATC Director
33. Peter Nystrom | City of Norwich, Mayor
34. Peter Salovey | Yale University, President
35. Ravi Kumar | Infosys, President
36. Ray Pineault | Mohegan Gaming & Entertainment, Interim CEO
37. Rohan Freeman | Freeman Associates, President
38. Sal Menzo | Goodwin University, Superintendent
39. Sharon Barr | Alexion, SVP/CIO
40. Shellye Davis | AFL-CIO, President, Hartford Region
41. Sue Figueredo | Travelers, Global Head of Operations
42. Surya Kant | Tata Consultancy Services, Chairman North America
43. Toni Walker | CT General Assembly, State Representative
44. Terrence Cheng | CSCU, President
45. Tiana Ocasio | AFL CIO
46. Will Haskell | CT General Assembly, State Senator

The Office of Workforce Strategy is responsible for executing the GWC strategic plan.

The Office of Workforce Strategy serves as the administrative staff to the Governor's Workforce Council

- **Our vision** is for every Connecticut resident to have access to a meaningful career pathway and the support needed to fulfill their aspirations and for every Connecticut business to have access to a skilled workforce
- **Our mission** is to build the systems, teams, and approaches that will make Connecticut a talent environment that attracts and motivates students, career builders, and companies alike

Key Charges of the Chief Workforce Officer and OWS (pursuant to PA 21-2):

- Be the principal advisor to the Governor for workforce development policy, strategy, and coordination
- Be the lead state official for the development of employment strategies and initiatives
- Be the chairperson of the Governor's Workforce Cabinet
- Develop, and update as necessary a state workforce strategy in consultation with the GWC
- Collaborate with the regional WDBs to adapt best practices for workforce development established by such boards
- Coordinate the measurement and evaluation of outcomes across education and workforce development programs
- Issue guidance to state agencies, the GWC, and the WDBs in furtherance of the state workforce strategy
- Coordinate, in consultation with DOL and the WDBs, to ensure compliance with state and federal laws for the purpose of furthering the service capabilities of programs offered pursuant to WIOA
- Liaison and ensure the coordination of workforce programs across all Connecticut State Agencies

2021 Workforce Legislative Recap

Public Act 21-2 had several sections focused on promoting workforce development

- Codified the Governor's Workforce Council and the Office of Workforce Strategy
- Expanded Governor's Workforce Council to 51 council members
- Established Governor's Workforce Cabinet to discuss and coordinate workforce programs across state agencies
- Located the Office of Workforce Strategy within the Office of the Governor for administrative purposes only
- Created the role of Chief Workforce Officer
- Established a cadence for annually updating the strategic plan and sending it to the state legislature

Additional pieces of legislation were passed last session that will support CT's workforce.



Postsecondary For All

- Local and regional board of education shall adopt a policy to **improve completion FAFSA completion rates**
- Local and regional board of education shall adopt a **challenging curriculum** policy designed to increase enrollment in advanced courses or programs
- Board of Regents will develop an **Automatic Admissions** process
- High School drop out **age raised to 18**
- Commissioner of Transportation shall establish the **CTPass** program



Workforce Training

- **\$40M** for CareerConneCT & **\$70M** from ARPA
- Department of Correction, in consultation with OWS, will develop a **Vocational Village workforce development program**
- OWS will embed into the strategic plan a series of recommendations for **enhancing employment opportunities for people with disabilities**
- The **Social Equity Council**, in coordination with DOL and OWS, will develop a workforce training program to ensure cannabis establishments have access to a well-trained employee applicant pool



Data-Driven Insights

- OHE will develop a **credential registry system** to house all credentials offered in Connecticut and have minimum data requirements
- Enhanced **CT UI Wage Records**; new fields include but are not limited to gender, age, race, ethnicity, veteran status, disability status, highest education completed, address of primary work site, occupational code, hours worked, salary or hourly wage, start/end date.

S.B. 1032 passed several pieces of legislation that promote postsecondary enrollment

Auto-Admit Program

- CSCU and other participating institutions will develop an automatic admissions program that will allow for students to be automatically admitted if they have a certain high school class rank or GPA. This program will result in increased postsecondary enrollment among minority, first-generation, and low-income students.

Challenging Curriculum Policy

- Local or regional boards of education shall adopt a challenging curriculum policy that will help students in grades eight or nine enroll into one or more advanced courses and allow such students to earn college credit or result in career readiness

FAFSA Completion

- Each local and regional board of education shall adopt a policy to improve completion rates of the Free Application for Federal Student Aid (FAFSA) by students enrolled in grade twelve

High School Dropout Age

- Raises the eligible high school dropout age from 17 to 18

Various pieces of legislation were passed that promote workforce training

S.B. 3 - Vocational Villages

- The Department of Correction will develop a program that will promote workforce training and issue industry-recognized credentials to individuals within or leaving the correctional system

P.A. 21-2 - \$110M investment in workforce training programs

- \$110M was invested to fund workforce training programs in key industry sectors that are aimed at providing skills and employment to unemployed, underemployed, and incumbent workers

H.B. 6121 – Enhancing employment opportunities for people with disabilities

- The Office of Workforce Strategy has developed an initial plan to expand employment opportunities for persons with disabilities that will be vetted with the Persons with Disabilities sub-committee of the GWC

Cannabis Workforce Training Programs

- The Office of Workforce strategy has helped the SEC to develop workforce development criteria, which will be used to ensure applicants for cannabis business licenses are both
 - (i) focused on reinvesting or providing employment and training opportunities for individuals in disproportionately impacted areas and
 - (ii) well organized workforce programs to provide said opportunities. This criteria has been edited and signed off on by the Social Equity Workforce Council and will be presented to the larger Social Equity Council for approval at its next meeting.
- OWS has also been working with TRCC's workforce team to develop non-credit career training programs that will result in a general credential for the cannabis industry. They are currently hoping to roll this out at TRCC in H2'22 and expand to additional Community Colleges thereafter

Credential Registry System

- The Office of Higher Education will develop a credential registry system that will house information on all secondary and postsecondary credential programs that are offered across Connecticut

CT UI Wage Records

- The CT Department of Labor will increase the number of fields on the Unemployment Insurance wage record so that additional data can be used to track effectiveness of workforce training programs

POSA Data Collection

- The Office of Higher Education will collect participant-level information for all individuals who enroll and complete a workforce training program offered by a private occupational school

2021 Governor's Workforce Council Updates

Key Accomplishments

Business Leadership

- Launched eight Regional Sector Partnerships
- Built a working group of over 10 IT employers to adopt more inclusive and skills-focused hiring practices
- AdvanceCT recruited over 26 Hartford-based employers and universities to work with students to stay in Connecticut upon graduation. AdvanceCT is also developing an app students can use to explore living and working in CT

Sector Training

- Deployed \$15M in Coronavirus Relief Funds to train over 1,300 individuals
- Preparing to launch CareerConneCT, which will initially invest \$61M in training 8,000 workers over three years

Education & Career Pathways

- Developed high school career pathways working group and strategy in partnership with SDE

Key Accomplishments

Barriers to Employment

- Conducting cost of care study and developing provider compensation schedule with the OEC
- Passed enabling legislation establishing the CTPass program
- Developing a plan for expanded Supportive Employment Services through the Ticket to Work program
- Completed a study to test the effectiveness of the Atlanta Fed CLIFFS tool in personalized financial and career counseling

Data & Accountability

- Developing a workforce one-stop system in partnership with DAS
- Building a series of return-on-investment methodologies for evaluating success of workforce development programs
- Redesigning the CTHires system in partnership with DOL
- Began uploading program information to the credential registry from state colleges and universities, as well as private colleges and occupational schools

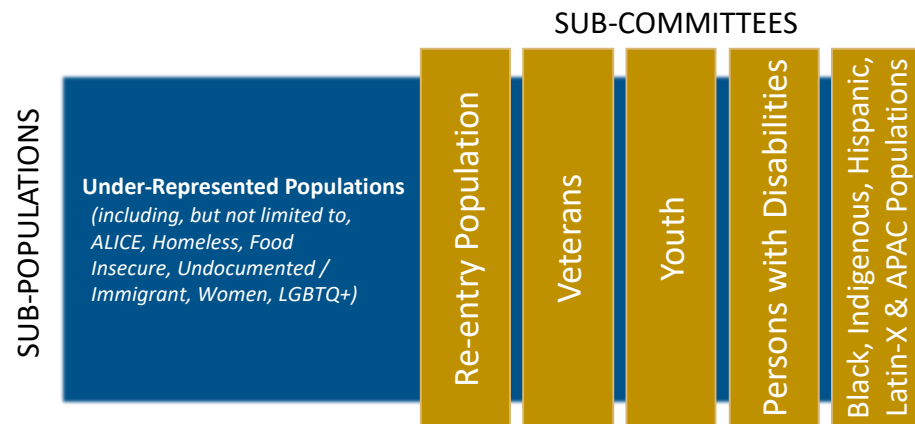
The GWC and OWS have made a major push over 2021 to promote equity in the workforce

- The Governor's Workforce Council's Diversity, Equity and Inclusion Committee held its initial launch meeting on October 29th 2021 and will focus on closing gaps, addressing barriers, and providing tailored supports and training to Connecticut's most underrepresented populations
 - This committee will partner with the GWC Barriers to Employment committee, which is focused on breaking down workforce participation barriers affecting job seekers, writ large.*
- The DEI Committee, chaired by Sue Figueredo (Global Head of Operations at Travelers) and Jay Williams (President of Hartford Foundation for Public Giving), is composed of ~70 members from various community organizations, non-profits, state agencies, minority population facing businesses etc.
- The members who sit across five sub-committees (Youth, BIPOC+, Veterans, Re-entry, Persons with Disabilities) represent relevant state agency senior staff, community organization leaders, community members, educators, industry leadership, and participants from the Workforce Development Board and American Job Centers. The five sub-committees each have their own designated chairs.
- In addition to the quarterly full committee meetings, the five sub-committees have begun meeting almost monthly to advance the work and engage with their communities. The steering group, made up of the various full DEI Committee and various sub-committee chairs, a DOL rep, and a legislative official has begun meeting as well.
- Our next full committee meeting is January 26th, ahead of which each sub-committee will be forming their own charter including a mission statement, short / long-term goals, and focus areas for engaging with and addressing the needs of their relative population

STEERING GROUP FRAMEWORK

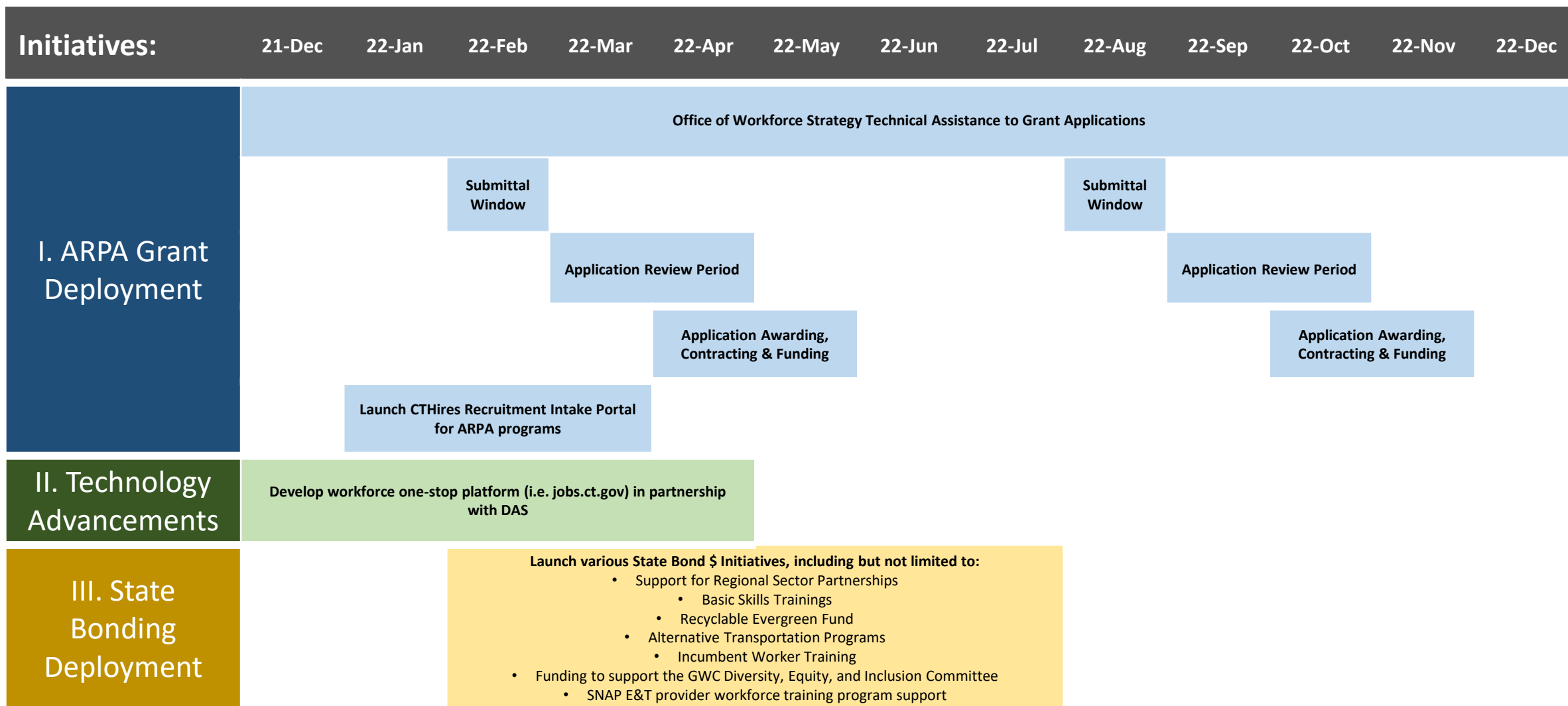


SUB-COMMITTEE FRAMEWORK



CareerConneCT Update

CareerConneCT: Phasing of Various Initiatives



Focus

- CareerConneCT's first phase, supported by American Rescue Plan Funding, is primarily designed to support getting individuals affected by COVID-19 back to work through training programs that provide reskilling, upskilling, or next-skilling opportunities through industry-recognized credentials that create pathways to employment in high-quality in-demand careers
 - *The proposed workforce training programs must be tailored toward those most affected by the COVID-19 pandemic and increase workforce participation of historically marginalized and underserved populations*

Awards

- Total available pool of **\$62 million** of American Rescue Plan Act Funding
- **Regional Training Applications:**
 - Award periods of no more than three years
 - Awards up to \$3,000,000
- **Statewide Training Applications:**
 - Award period of no more than four years
 - Awards in the following range: \$5,000,000 - \$18,000,000
 - *In order to qualify for the statewide thresholds, an application must incorporate all five workforce regions of the State*

CareerConneCT Overview (CONT'D)

Eligibility, Allowable Uses, and Timing

CareerConneCT Initiatives:

I. ARPA Grant Deployment

II. Technology Advancements

III. State Bonding Deployment

Draft

Eligibility

- Entities that are eligible to apply for these grant funds include but are not limited to the list below:
 - Regional workforce development boards
 - Community-based or non-profit organizations
 - Individual, or a consortium of, institutions of higher education
 - Additional Entities or Collaborators include:
 - Institutions that offer a form of postsecondary education
 - Businesses and industry partners / associations
 - Individual training providers listed on Connecticut's eligible training providers list (ETPL)
 - Local governments
 - Adult education providers
 - Public K-12 schools / consortium of public-school districts
 - State agency partners
- Entities are **encouraged to collaborate** with other eligible recipients and / or partners in the **same industry and / or regions** on a single application
- *Once awards are granted, applicants will be required to collaborate with the appropriate workforce development board for administrative services. The appropriate workforce development board will:*
 - (i) Act as the fiduciary liaison between OWS and lead applicants
 - (ii) Facilitate the collection of participant and program outcomes data through the state's intake portal
 - Any additional programmatic and operational collaboration with workforce boards is optional and up to the discretion of the applicant

Allowable Uses (non-exhaustive)

Training costs (tuition, instructor costs, etc.)	✓	Technology systems development or sustainment	✗
Case management and placement services	✓	Workforce-related research initiatives	✗
Childcare support services	✓	Systems improvement activities (e.g., process redesign)	✗
Transportation support services	✓	Politically-related activities	✗
Housing support services	✓	Entertainment	✗
Mental health support services	✓	Fines and penalties	✗
Food support services	✓	Donations	✗
Technology support services	✓	Fundraising activities	✗
Benefits Cliff Support	✓	Individual memberships and subscriptions	✗
Additional State sponsored supportive service programs	✓	Capital Equipment	✗
Participant training equipment	✓		
Data collection, monitoring, and evaluation	✓		
Recruitment and marketing	✓		
Legal/Admin services	✓		
Program or curriculum development	✓		

CareerConneCT Overview (CONT'D)

Fund Allocation Process

CareerConneCT Initiatives:

I. ARPA Grant Deployment

II. Technology Advancements

III. State Bonding Deployment

Draft

Timing

- Applications must be submitted during the bi-annual application windows, **during the last two weeks of every February and August** (i.e. the 14th – 28th of every February and 17th – 31st of every August) until funding is depleted
- The Office of Workforce Strategy will complete its review of applications within two months following an application window close.

Process

- The Office of Workforce Strategy has designated separate Technical Assistance and Review Teams:
 - The **Technical Assistance Team** will work with applicants to ensure applications align with the Governor's Workforce Council Strategic Plan and statewide strategy
 - The **Review Team**, made up of at least one member from OWS and a minimum of two other to be identified educational, community and industry expert volunteers (including members of the GWC DEI Committee) all who do not to stand to benefit from funding and none of whom will be providing technical assistance, will be screening applications in accordance with the criteria summarized on the next slide

CareerConneCT Overview (CONT'D)

Application Criteria

CareerConneCT Initiatives:

I. ARPA Grant Deployment

II. Technology Advancements

III. State Bonding Deployment

Draft

- The **Review Team** will be scoring applications based on the below **summarized criteria and weightings**⁽¹⁾
- To qualify for funding, applicants must provide all necessary documentation and earn an average score of **85% of total points (i.e. 140/165 points)**
 - *Proposals that pass the 85% threshold in the initial review period will be moved forward to a final review phase, where the OWS review team will make a final determination in order to ensure CareerConneCT funding is used to benefit the entirety of the State and ensure funding is supporting the demand of both major industries and regional specific needs*

Criteria	Points
1. Is the proposed workforce training program tailored toward those most affected by the COVID-19 pandemic , and to increase the workforce participation of historically marginalized and underserved populations ?	30
2. Is the application collaborating with partners on a cross-regional or statewide approach ?	25
3. Does the proposed training program align to current employer demand in Connecticut?	25
4. Does the proposed training program offer pre-training assessment for participants?	20
5. Does the proposal include the minimum services required, including but not limited to: recruitment, assessment, case management, placement support, supportive services (transportation, housing, food, technology, etc.)	15
6. Does the application include a narrative detailing how the program will be sustained after CareerConneCT funding has expired?	15
7. Does the proposal incorporate career coaching support for individuals enrolled in training including job placement services and continued employability coaching? OR, Does the proposal include additional training beyond entry level positions to provide for long-term career pathways ?	10
8. Does the proposal mention any commitments of public or private matching investments?	10
9. Does the application clearly provide a plan to meet the proposed performance metrics (95% completion rate, 85% placement rate, etc.)?	10
10. Does the average cost per participant remain under \$10,000?	5
Total Available Points	165

Agency Partnerships

Key Agency Partnerships

- Department of Correction – partnering with DOC on the design of the Vocational Villages program
- Department of Energy & Environmental Protection – partnering with DEEP to develop more training programs in the clean energy space
- Department of Public Health – partnering with DPH to develop a pipeline for in-demand healthcare-related occupations
- Department of Social Services – partnering with DSS to expand and support the SNAP employment & training program
- Department of Labor – partnering with DOL to enhance the CTHires system
- State Department of Education – partnering with SDE to develop alternative career pathway programs for high school students
- Connecticut State Colleges and Universities – partnering with CSCU to develop more in-demand training programs that align to employer needs
- Department of Administrative Services – partnering with DAS to develop a workforce development one-stop technology system under the MyCT infrastructure