JULY 25, 2023

Stakeholder Advisory Group Meeting

Meeting Agenda

TOPIC	SPEAKER
Attendance Roll Call	Anthony Reedy
Opening Comments	Secretary Bryan Slater Glenn Davidson (Deloitte)
Virtual Meeting Policy	Anthony Reedy, Flora Hezel (OAG)
Enabling Legislation Review	Anthony Reedy
Purpose and Objectives of the Stakeholder Advisory Group	Secretary Bryan Slater, Flora Hezel (OAG)
Transition Updates	Secretary Bryan Slater, Ashley Lockhart (Deloitte)
Public Comment	Secretary Bryan Slater
Q&A and Closing Comments	Secretary Bryan Slater

OPENING COMMENTS

Secretary Bryan Slater

Action Item: Virtual Meeting Participation Policy and Approval

To permit virtual participation, the Stakeholder Advisory Group must adopt a virtual meeting policy.

This issuance provides guidance for member participation by electronic means instead of attending a public meeting in-person, and guidance for holding all-virtual public meetings.

References

Virginia Freedom of Information Act; Virginia Code Section § 2.2-3708.2

Virginia Freedom of Information Act; Virginia Code Section § 2.2-3708.3.

Virginia Freedom of Information Act; Virginia Code Section § 2.2-3707.

Virginia Freedom of Information Act; Virginia Code Section § 2.2-3701.

Enabling Legislation Review

According to the Virginia Acts of Assembly – 2023 Session Chapter 624:

11. That the Secretary of Labor (the Secretary) shall convene a stakeholder work group consisting of two members of the House of Delegates appointed by the Speaker of the House of Delegates, two members of the Senate of Virginia appointed by the Senate Committee on Rules, representatives from the agencies affected by the transfer of programs pursuant to this act, local workforce boards, the business community, and labor organizations, and any other representatives deemed appropriate by the Secretary, for the purpose of advising the Secretary during the program transition period from July 1, 2023, through September 30, 2024. The Secretary shall provide a progress report on the outcomes of the work group, the progress of the transition, the current and expected costs of transition, and the expected ongoing operational costs of the Department quarterly to the Governor and the General Assembly.

Purpose and Objectives of the Stakeholder Advisor Group

As a member of the Stakeholder Advisory Group, your role includes the following:

Time Commitment

- The Stakeholder Advisory Group will meet for a total of 8 bi-monthly convenings:
  - July 2023
  - September 2023
  - November 2023
  - January 2024
  - March 2024
  - May 2024
  - July 2024
  - September 2024
- Each meeting will be approximately two hours and held in-person at the Patrick Henry Building with a virtual option as well (assuming the virtual meeting policy has been accepted).
- Members can invite representatives to attend, but they will not be recognized as "official" members of the group.

Key Responsibilities

- **Advise** the Secretary during the program transition period from July 1, 2023, through September 30, 2024.
- **Remain informed** on transition updates as provided by the Secretary.
- **Review** quarterly Progress Reports:
  - Progress Report 1 (Oct. 2023)
  - Progress Report 2 (Jan. 2024)
  - Progress Report 3 (Apr. 2024)
  - Progress Report 4 (Jul. 2024)
  - Progress Report 5 (Sept. 2024)

* Please note: This group is NOT a policy or decision-making group.

Agency Stand Up Phases – High Level Overview

The establishment of the DWDA, including the transition of people, programs, services, and systems will take place over three distinct phases and run through FY 2025.

WE ARE HERE

KEY ACTIVITIES

PHASE 1: AGENCY PLANNING
(April – July)

- Conducted a **baseline data call** to get a better understanding of the people, programs, services, and systems moving to the new agency.

- Developed a **Memorandum of Understanding (MOU)** to outline the roles and responsibilities of key agency activities to maintain continuity of operations.

- Hosted numerous visioning sessions and designed **the Implementation, Communications, and Change Management Plans** for the transitioning agencies and programs to more efficiently make their shift to the new agency.

- Stood up agency transition **workstreams** to facilitate program-specific activities.

PHASE 2: DWDA STAND UP
(July '23 – July '24)

- **Transition people, programs, services, and systems** to the new agency to facilitate program service delivery continuity.

- Work with the transition workstream leads to identify and refine agency-specific **Standard Operating Procedures** and upcoming activities.

- Develop an **Organizational Design** of the VDWDA that includes the proposed span of control and reflects the agency's strategic objectives and operating model.

- Implement the **Change Management activities** to cultivate the VDWDA culture and provide resources for employees pre-, during, and post- transition.

- An **audit and discovery of all current programs** associated with Workforce Development.

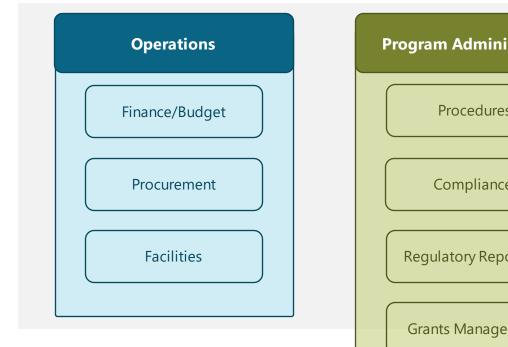- Document **program evaluation criteria** methodology.

PHASE 3: AGENCY SUCCESS
(July '24 – July '25)

- Perform an **evaluation of program efficacy and efficiency** of government-wide workforce programs.

- Refine and support the **implementation of success metrics** for each workforce development program.

- Support and **drive the measurement of improvements** across all workforce programs.

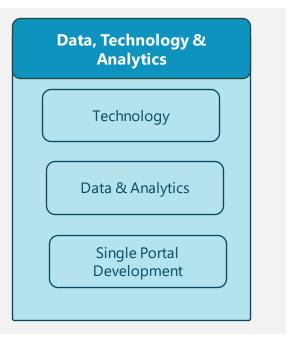- **Train and coach personnel** as needed to drive improved program outcomes.

Transition Updates: Activities Currently Underway

Several workstreams have been deployed that will be heavily involved in developing standard operating procedures and contributing agency specific knowledge to facilitate a smooth transition.

Operations
- Finance/Budget
- Procurement
- Facilities

Program Administration
- Procedures
- Compliance
- Regulatory Reporting
- Grants Management

Employee Experience
- Communications
- Human Resources
- Website Development

Data, Technology & Analytics
- Technology
- Data & Analytics
- Single Portal Development

These Workstreams ...

1 Advise on the Stand Up of the New Agency

2 Refine Standard Operating Procedures for the New Agency

Key Agency Planning & Change Management Accomplishments to Date

Activity	Detailed Accomplishments
Program, Planning, Execution & Effectiveness	• Designed a Business Case that analyzed the current state of the Commonwealth's workforce development ecosystem and evaluated the qualitative and quantitative impacts of the proposed agency. • Calculated the Return-on-Investment Analysis for investing in the Commonwealth's proposed changes. • Defined project priorities, schedule, and staffing model to help organize thoughts and ideas around the new agency. • Developed a list of project success metrics and policy/process alignments for future development. • Developed and maintain a detailed schedule that describes the activities and resources needed to transition programs into the VDWDA. • Created a Project Management tool to capture current and future activities. • Established weekly Project Management meeting with key stakeholders and senior leaders. • Established and maintain risk register, action items, and milestone tracking. • Designed multiple surveys to gauge employee sentiment and created key insight documents based on employee responses.
Change Management & Communications	• Developed and tested key messaging and supporting documents for specific audiences. • Established Vision, Mission, and Values Statements to guide the future of workforce development across the Commonwealth. • Designed a provisional Implementation Plan that provided the leaders with a detailed plan to transition to the future state agency while maintaining continuity of operations. • Facilitated Change Management and Communications working sessions to develop and fully build out a plan for the DWDA. • Developed a strategic Change Management and Communications Plan to define and document activities to garner the support and adoption of the transformation. • Crafted internal and external communications for transitioning employees and stakeholders. • Developed a Communications Tracker to document the communications prepared and delivered to stakeholder groups. • Executed and analyzed a Change Readiness Assessment that outlined transitioning employees' thoughts and developed an outlook for the future of the DWDA.

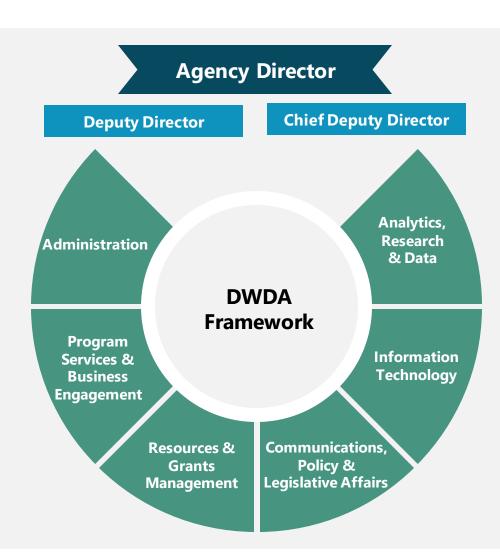# Key Agency Stakeholder Engagement Accomplishments to Date

Activity	Detailed Accomplishments
Stakeholder Engagement	• Designed a Stakeholder Engagement Plan to keep key external personnel involved in updates and accomplishments. • Developed a Monthly Newsletter to keep transitioning employees informed with upcoming updates and transition planning. • Facilitated weekly working sessions with the Client to discuss the progress of stakeholder engagement activities and plan the support of future activities. • Led a Listening Tour around the Commonwealth to engage key stakeholders. • Designed and conducted monthly DWDA Town Halls for transitioning employees to gain more insight into upcoming changes into the program transitions and agency stand up. • Supported the creation of various strategic communication materials to aid in circulation of information amongst external stakeholders. • Designed Focus Groups around branding, culture, and ethos to engage employees in brainstorming sessions and contribute to the development of an agency identity • Hosted a large-scale Workforce Summit for key stakeholders on how Virginia can prepare for the demands of tomorrow's workforce. • Presented to various stakeholder groups on the progress of the transition to the new agency.

Key Agency Stand Up Accomplishments to Date

Activity	Detailed Accomplishments
Baseline Data Call	• Reviewed available data from previous phases and compiled a Data Inventory Document to outline information that was requested and obtain feedback from Workforce Transformation PMO leaders. • Developed a Data Call Response Template to streamline the response process. • Held a Data Call Information Session to provide an overview of the data call and answer questions in advance. • Supported data call recipients with questions as they worked on their responses. • Compiled, received, and shared information with relevant workstreams and stakeholders for their use.
Organizational Design	• Collected and analyzed current state organization documentation of transitioning programs from VEC, VCCS, and DOLI. • Synthesized transitioning personnel data into a comprehensive view of current programs, teams, and positions. • Developed preliminary Operating Model and Design Principles to guide future state decision making. • Conducted a series of Organizational Design Co-Creation Sessions to review current state understanding, build vision for the future organization, and outline key functions required to drive mission success. • Refined high-level Organizational Design including leadership structure, division of core functional units, and alignment of transitioning programs. • Mapped transitioning employees to the initial high-level organization.
Transition Prioritization & Implementation Plan	• Identified all transitioning DWDA programs and drafted a program stand up timeline for 2023-2024. • Held visioning sessions with Workforce Transformation PMO leaders to review the draft timelines and obtain feedback.
Agency Transition Workstreams	• Stood up Program Administration, Human Resources, Communications, and Operations Workstreams, as well as sub-Workstreams. • Held kickoff meetings with each Workstream to clarify the path forward and identify their role in supporting the stand up of the new agency. • Coordinated with Workstream leads to plan upcoming activities and begin identifying agency-specific Standard Operating Procedures (SOPs) that will be documented.
Success Metrics & Reporting Process Development	• Reviewed existing metrics and reports gathered during the Baseline Data Call to inform future DWDA success metrics and reporting. • Facilitated discussions with leadership around proposed DWDA metrics to establish benchmarks. • Drafted an initial Metrics and Reporting Process document to plan the path forward for process development.

Transition Updates: Tentative DWDA Framework

Below is an overview of the general functional framework by department of the DWDA. **This is subject to change.**

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Agency Director

Deputy Director

Chief Deputy Director

DWDA Framework

Administration

Analytics, Research & Data

Program Services & Business Engagement

Information Technology

Resources & Grants Management

Communications, Policy & Legislative Affairs

As we continue to fully develop the DWDA's organizational design, we are taking the time to understand the role of **each person** joining the new agency.

Transition Updates: Proposed Program Transition Schedule

Below you will find the proposed transition schedule for each program, including an anticipated start date. In the weeks and months leading up to – and during – each transition, we will be working with each program to welcome them into the DWDA.

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START DATE	OCTOBER 1, 2023	NOVEMBER 15, 2023	JANUARY 15, 2024	MARCH 15, 2024
	VEC LMI EIA	Apprenticeships	• Agriculture & Foreign Labor • JVSG • Rapid Response • RESEA • TAA • VEC EO Monitor Program • VEC WIOA Title I* • VEC WIOA Title III • WOTC	• HR Strong • Network2Work • VCCS WIOA Title I

* 3 staff

Program & Systems that are also transitioning at a TBD date 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.

Transition Updates: Change Management Approach

A robust change management and communication strategy is central to our organizational change management (OCM) approach and is incorporated into all phases of the transition.

Communications & Change Management Plan

A formal plan has been developed to engage and communicate with DWDA managers, agency heads, and employees across each stage of the transition.

	PLAN	PREPARE	IMPLEMENT	SUSTAIN
Objective	Create the DWDA culture and resources for employees pre-, during, and post-transition	Prepare employees and managers for the upcoming transition	Support employees and managers through the transition	Conclude the employee transition and improve future iterations

THROUGHOUT THE TRANSITION

Objective	Re-occurring activities that support the stand-up of the DWDA and provide periodic updates for all transitioning employees across the overall transition period

Transition Timeline and Stages of Engagement

Stakeholder Engagement

External Stakeholders will also receive announcements, communications, and updates relating to the DWDA.

From: Governor's Workforce (GOV) <workforce@governor.virginia.gov>
Sent: Thursday, June 1, 2023 2:07 PM
Subject: [EXT] Governor Glenn Youngkin Celebrates the Consolidation of Virginia's Workforce Programs

COMMONWEALTH of VIRGINIA
Office of the Governor

George "Bryan" Slater
Secretary of Labor

FROM: Secretary of Labor Bryan Slater

TO: All Workforce Development Stakeholders

Email Announcement Example

Public Comment

Q&A AND CLOSING COMMENTS

Secretary Bryan Slater

Thank You

Upcoming Stakeholder Advisory Group Meetings:

Friday, September 29, 2023, at 10:00 AM

Wednesday, November 29, 2023, at 10:00 AM