

Business Leadership Committee Roles and Responsibilities

Committee Chair: Jim Loree, Stanley Black & Decker, CEO

Committee Vice Chair: Marna Borgstrom, Yale New Haven Hospital, CEO

Chief Administer Officer: Don Venditto, Office of Workforce Strategy, Strategic Initiatives Director

Objective: Engage the business community to bring business leaders to the table to ensure that their priorities are reflected and addressed in all of the initiatives outlined in the GWC Strategic Plan.

There are **5 initiatives** that support the attainment of the Business Leadership objective.

- 1.1 Regional Sector Partnerships
- 1.2 Credential Registry System
- 1.3 Skills-Based Hiring & Training Systems
- 1.4 Retain College Graduates
- 1.5 Workforce Development Board Alignment

The responsibilities of the Business Leadership Committee are to:

- Oversee the progress and direction of the subcommittee working groups
- Engage as an advisor and thought partner on the subcommittee work as necessary
- Provide feedback and input to inform subcommittee work as necessary
- Ensure connections are made between subcommittees as necessary
- Approve measurable key performance indicators and milestones for each initiative

Committee members are encouraged to participant in or assign a designee to any of the subcommittees. Please indicate the subcommittee you or a designee would like to participate in.

Meeting Cadence:

- Bi-Monthly meeting of all committee members
- Monthly meeting of Committee Chair and Vice-Chair with the GWC Chair and Vice-Chair.
- Quarterly GWC meetings set for 2:30pm-5:00pm on January 28, April 16, July 15, and Oct 7, 2021

GWC Council and Business Leadership Committee Members:

- **Peter Salovey**, Yale University, President
- **Kelli-Marie Vallieres**, Office of Workforce Strategy, Executive Director
- **Sal Luciano**, Connecticut AFL-CIO, President

GWC Council Ex-Officio and Business Leadership Committee Members:

- **Colin Cooper**, Department of Economic & Community Development, Chief Manufacturing Officer
- **Peter Denious**, AdvanceCT, President & CEO
- **Timothy Larson**, Office of Higher Education, Executive Director
- **David Lehman**, Department of Economic & Community Development, Commissioner & Senior Advisor to the Governor
- **Kurt Westby**, Department of Labor, Commissioner

Partner Committee Members:

- **Alex Johnson**, Capital Workforce Partners, President
- **Don Venditto**, Office of Workforce Strategy, Strategic Initiatives Director (CAO)
- **Social Venture Partners**

Regional Sector Partnerships

1.1 Regional Sector Partnerships

- 1.2 Credential Registry System
- 1.3 Skills-Based Hiring & Training Systems
- 1.4 Retain College Graduates
- 1.5 Workforce Development Board Alignment

Objective:

The objective is to create a system of Regional Sector Partnerships to be the core leadership organization for building a business led workforce agenda that provides for effective alignment of business needs, education and training programs and other supportive services in pursuit of an effective and inclusive workforce system.

Outcomes:

- Launch eight Regional Sector Partnerships by Dec 2021 that build on existing initiatives.
- Regional Sector Partnerships will focus on identifying industry needs and coordinate and collaborate across programs, regions, and stakeholder group to design, adapt, and implement best practices programs that meet the regional industry needs and support the adaptation and implementation of GWC Strategic initiatives.

Intermediary Steps:

- Identify industry needs and work as a partnership group to address and implement solutions.
- Continue to incorporate additional individuals within a partnership based off evolving regional and industry needs.
- Establish a process whereby each partnership is engaging in the broader work of the Governor's Workforce Council (e.g., work-based learning, career pathways, supportive services, etc.).
- Coordinate and collaborate with additional regional sector partnerships as needed.
- Determine metrics and key performance indicators for evaluating the success of partnership programs and policies.
- Determine methods for sustaining regional sector partnerships.

Project Lead:

Next Generation Sector Partners will facilitate the initial creation of these regional sector partnerships, but each partnership will be self-sustaining and managed by the individuals on the partnership itself.

Meeting Cadence:

- Each sector partnership will establish an internal working cadence that accommodates the needs of regional and local members.
- Bi-Monthly status update meeting with Next Generation Sector Partners and the Business Leadership Committee

Subcommittee Members:

- CBIA: Chris DiPentima
- CONNSTEP: Beatriz Gutierrez
- CT Department of Labor: Mark Polzella
- CT Office of Workforce Strategy: Kelli Vallieres, Don Venditto, Niall Dammando, Laura Baker
- Social Venture Partners: Mark Argosh, Cynthia Lyon, Erin Sparks, Tom Robey
- United Way: Lisa Tepper-Bates
- Woolsey Group: Lindsey Woolsey, John Melville, Francie Genz

Credential Registry Subcommittee Overview

- 1.1 Regional Sector Partnerships
- 1.2 *Credential Registry System***
- 1.3 Skills-Based Hiring & Training Systems
- 1.4 Retain College Graduates
- 1.5 Workforce Development Board Alignment

Objective:

The objective of the **Credential Registry** subcommittee is to implement a credential registry system and infrastructure by 2022.

Outcomes:

- A fully developed credential registry that houses program information across each Connecticut workforce training and education program that issues a secondary, postsecondary, or industry recognizable credential.
- Customize existing user interface to create an intuitive, user-friendly, front-end for students, job seekers, policy makers, and other stakeholders to search the credential registry for industry-recognized credentials issued across the state.
- A comprehensive list of program data that will be uploaded to the credential registry system so that students and job seekers can evaluate workforce training and education programs aligned to their educational and career interests.
- A defined process for uploading data to the credential registry system that requires minimal effort from participating institutions.

Intermediary Steps:

- Work with various educational and workforce training providers to gather credential data to be uploaded to the credential registry.
- Engage stakeholders to ensure minimal process and system duplication.
- Research and engage with vendors to develop front-end solution.

Project Lead:

New England Board of Higher Education, in collaboration with the Office of Workforce Strategy, will lead this effort with input from members of the Credential Registry subcommittee and Business Leadership committee.

Meeting Cadence:

- Weekly or Bi-Weekly subcommittee working meetings
- Bi-Monthly meeting of Business Leadership committee members and subcommittee leads

Subcommittee Members:

- CBIA: Chris DiPentima
- Connecticut Confederation of Independent Colleges
- Connecticut State Colleges and Universities
- Connecticut State Department of Education: Todd Berch
- CT Center for Nursing Workforce & CT League of Nursing: Marcia Proto
- Department of Labor: Mark Polzella
- East Lyme Public Schools: Jeffrey Newton
- Learn Tech Teach: Khaita Wasiyo
- MakerspaceCT: Devra Sisitsky
- New England Board of Higher Education: Candace Williams
- Office of Higher Education: Emily Bjornberg, Sean Seepersad
- Office of Workforce Strategy: Niall Dammando
- ReadyCT: Deb Presbie
- University of Connecticut

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Skills-Based Hiring & Training Subcommittee Overview

- 1.1 Regional Sector Partnerships
- 1.2 Credential Registry System
- 1.3 Skills-Based Hiring & Training Systems**
- 1.4 Retain College Graduates
- 1.5 Workforce Development Board Alignment

Objective:

The objective of the **Skills-Based Hiring & Training** subcommittee is to launch three to five skills-based hiring initiatives, including one dedicated to Connecticut state government employees, during 2021 and 2022, as well as define a plan that will allow for statewide skills-based hiring practices by 2023.

Outcomes:

- Three completed pilot opportunities, one in CT state government and two in the private sector, that led to an increase of, or commitment to, hiring more individuals based on their acquired skills.
- A statewide strategy that will outline how to design workforce training and education programs to be more focused on skills attainment and how to reinvent business and government hiring procedures to be more focused on skills-based experience.

Intermediary Steps:

- Identify two private sector partners to participate in skill-based hiring pilot initiatives.
- Partner with key business (e.g., HR) leadership stakeholders across pilot organizations.
- Research skills-based hiring and training use cases and best practices from other states.
- Support companies in the implementation of skills-based hiring and training initiatives.
- Document key findings and results from skills-based hiring and training pilot opportunities.
- Develop a statewide skills-based hiring and training strategy based on pilot results and best practices.
- Engage with other GWC subcommittees where synergies exist, such as regional sector partnerships and career pathways.

Project Lead:

The Office of Workforce Strategy, with support from Social Venture Partners, will lead this effort with input from members of the Skills-Based Hiring and Training subcommittee members and the Business Leadership committee.

Meeting Cadence:

- Weekly or Bi-Weekly subcommittee working meetings
- Bi-Monthly meeting of Business Leadership committee members and subcommittee leads

Subcommittee Members:

- George Jacobsen
- Sal Mancino
- AdvanceCT:
- Bank of America: Carol Heller
- Carey Manufacturing: Paul Lavoie
- CBIA: Chris DiPentima
- Central Connecticut State University: Dr. Ravindra Thamma
- CT Center for Nursing Workforce & CT League of Nursing: Marcia Proto
- CT Department of Administrative Services: Josh Geballe
- CT Department of Correction: David McCluskey
- CT Department of Labor: Todd Berch, Mark Polzella
- CT State Colleges & Universities: Mary Bidwell
- CT Town of North Branford: Roger Salway
- Department of Aging and Disability Services: Amy Porter
- HR consulting Group: Robin Imbrogno
- Indeed.com:
- Infosys:
- Learn Tech Teach: Khaita Wasiyo
- Markle Foundation:
- Operations Inc: David Lewis
- Social Venture Partners – Sylvia Shepard, Joe Smialowski, Tim Lewis
- Stanley Black & Decker:
- Synchrony Financial:
- United Way, Coastal Fairfield County: Jeff Kimball

College Retention Subcommittee Overview

- 1.1 Regional Sector Partnerships
- 1.2 Credential Registry System
- 1.3 Skills-Based Hiring & Training Systems
- 1.4 Retain College Graduates**
- 1.5 Workforce Development Board Alignment

Objective:

The objective of the **College Retention** subcommittee is to launch retention plans in three cities by 2022 and to establish an ongoing strategy for retaining college graduates in Connecticut.

Outcomes:

- A talent retention plan for Hartford, New Haven, and Stamford.
- Implementation of said plans by the end of 2022.
- A recorded increase in retention within five years of implementation.
- A playbook for how to develop talent retention strategies on college campuses through engaging employers and community-based stakeholders.
- A strategy for effectively marketing internships and other work-based learning opportunities for college students across Connecticut colleges and universities.

Intermediary Steps:

- Support AdvanceCT in developing and implementing college retention plans in Hartford, New Haven and Stamford.
- Reach out to employers to determine where colleges and universities can collaborate to design programs to promote working and living in Connecticut after graduation.
- Plan and coordinate a “place making” event in the fall of 2021 in one target city (if public health guidelines allow).
- Develop measurable performance indicators to evaluate progress against objectives and outcomes
- Document best practices for how other states have developed effective talent retention strategies.
- Collaborate with the work-based learning subcommittee to learn how internships and other work-based opportunities can be created and marketed as part of a larger retention strategy.

Project Lead:

AdvanceCT will lead this effort with input from members of the College Retention subcommittee and the Business Leadership committee.

Meeting Cadence:

- Weekly or Bi-Weekly subcommittee working meetings
- Bi-Monthly meeting of Business Leadership committee members and College Retention subcommittee leads
- Quarterly GWC meetings set for 2:30pm to 5:00pm January 28, April 16, July 15, and Oct 7, 2021

Subcommittee Members:

- AdvanceCT: Courtney Hendricson, Peter Denious
- CBIA: Chris DiPentima
- CT Center for Nursing Workforce & CT League of Nursing: Marcia Proto
- CT Department of Labor: Mark Polzella
- CT Department of Economic & Community Development: Glendowlyn Thames
- CT General Assembly: Rep. Tammy Nuccio
- CT State Colleges & Universities: Wendy Robicheau
- Social Venture Partners: Cynthia Lyon
- United Way, Coastal Fairfield County: Jeff Kimball
- University of Connecticut: Gail Garber, John Elliot
- University of Hartford: Lynn Baronas

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Regional Workforce Development Board (WDB) Subcommittee Overview

- 1.1 Regional Sector Partnerships
- 1.2 Credential Registry System
- 1.3 Skills-Based Hiring & Training Systems
- 1.4 Retain College Graduates
- 1.5 **Workforce Development Board Alignment**

Objective:

The objective of the **Regional Workforce Development Board** subcommittee is to develop a comprehensive program inventory and a consistent data management and outcomes measurement system.

Outcomes:

- A program inventory that outlines the outcomes of all programs delivered by the WDBs and a standardized process and template for collecting and analyzing this information annually.
- A review of existing data systems to recommend ways to streamline data management and enhance reporting capabilities.
- A set of recommendations to leverage the AJC infrastructure to effectively integrate and deliver workforce services across various programs while enhancing cost-sharing strategies.
- A strategy for effectively utilizing various workforce funding streams across the state, inclusive of outcomes-based funding mechanisms, braiding various sources of supportive services, and other innovative practices for maximizing return on investment.

Intermediary Steps:

- Analyze service and program delivery best practices across regional workforce development boards in other states through surveys of workforce development boards, American Job Centers, and other key Connecticut stakeholders.
- Develop an inventory of current services being delivered at the American Job Centers and recommendations for how to streamline the delivery of such services.
- Analyze various workforce funding streams and sources of supportive services to generate a series of recommendations for better coordinating spending and braiding funding sources while increasing the overall return on investment.
- Determine a short list of state agency leaders to support and further objectives and deliverables.

Project Lead:

Proposed: Social Finance will lead this effort with input from members of the Regional Workforce Development Board subcommittee and Business Leadership committee.

Meeting Cadence:

- Weekly or Bi-Weekly subcommittee working meetings

Subcommittee Members:

- Social Finance
- Cathy Awwad, Northwest Regional Workforce Investment Board
- Joe Carbone, The WorkPlace
- Mark Hill, Eastern Workforce Investment Board
- Alex Johnson, Capital Workforce Partners
- Bill Villano, Workforce Alliance
- Michael Nogelo, Cross-Sector Consulting
- Mark Polzella, CT Department of Labor
- Representatives from One-Stop Operators