



---

STATE OF CONNECTICUT

GOVERNOR NED LAMONT

# CT Governor's Workforce Council Board Meeting

## October 7<sup>th</sup>, 2021



# GWC Board Meeting Information

1 By default, you will join this meeting on mute. Please leave yourself on mute, as shown below unless you are speaking.

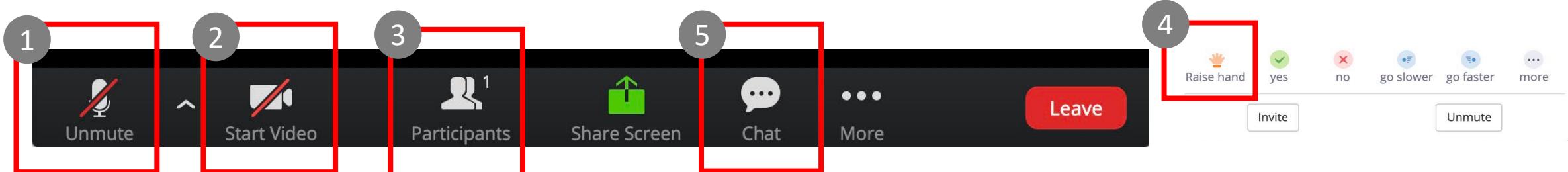


2 Your video will be off by default. Please turn on your video upon joining.

If you would like to speak, please click the participants button 3, and then the raise hand button 4 in the panel to the right. We will then unmute your line so you can ask your question. You may also leverage the chat function 5 to ask your question. We will be monitoring questions throughout the meeting.

For questions or technical assistance, please email Laura at [laura.m.baker@ct.gov](mailto:laura.m.baker@ct.gov)

*We ask that members of the public remain muted, with their videos off throughout the session.*



# Agenda

Timeslot	Agenda Item	Speaker(s)
2:30 – 2:40	Introductions, voting items, meeting objectives, GWC membership	<ul style="list-style-type: none"><li>Mark Argosh, Chair, Governor's Workforce Council</li></ul>
2:40 – 3:55	Panel discussion on labor shortages	<ul style="list-style-type: none"><li>Marin Gjaja, Managing Director &amp; Senior Partner, Boston Consulting Group - <i>State of the Labor Market</i> (15 min.)</li><li>Josh Copus, Director, Jobs for the Future – <i>Job Quality and Employer Best Practices</i> (7 min.)</li><li>Daniel Culberson, Economist, Indeed Hiring Lab – <i>Hiring Trends</i> (7 min.)</li><li>Ravi Kumar, President, Infosys – <i>Expanding the Talent Pipeline</i> (7 min.)</li><li>Q&amp;A (20-25 min.)</li></ul>
3:55 – 4:05	CareerConneCT	<ul style="list-style-type: none"><li>Governor Lamont</li><li>Dr. Kelli Vallieres, Chief Workforce Officer, Office of Workforce Strategy</li></ul>
4:05 – 4:10	Break	
4:10 – 4:25	GWC Strategic plan update	<ul style="list-style-type: none"><li>Dr. Kelli Vallieres, Chief Workforce Officer, Office of Workforce Strategy</li></ul>
4:25 – 4:35	DEI committee update	<ul style="list-style-type: none"><li>Dr. Kelli Vallieres, Chief Workforce Officer, Office of Workforce Strategy</li></ul>
4:35 – 4:40	Skills-based hiring update	<ul style="list-style-type: none"><li>Rya Conrad-Bradshaw, Senior Director, Grads of Life</li></ul>
4:40 – 4:50	CampusCT update	<ul style="list-style-type: none"><li>Courtney Hendricson, VP of Partnerships, AdvanceCT</li></ul>
4:50 – 4:55	Update on Bioscience	<ul style="list-style-type: none"><li>Erika Smith, ReNetX Bio, CEO</li></ul>
4:55 – 5:00	Good Jobs Challenge update	<ul style="list-style-type: none"><li>Niall Dammando, Chief of Staff, Office of Workforce Strategy</li></ul>
5:00	Closing remarks	<ul style="list-style-type: none"><li>Mark Argosh, Chair, Governor's Workforce Council</li></ul>



# GWC Voting Items

- Role Call
- July 15<sup>th</sup>, 2021, Meeting Minutes



# GWC Membership

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. Cindi Bigelow | Bigelow Tea, Executive Director
9. Dante Bartolomeo | CT DOL, Commissioner
10. David Lehman | CT DECD, Commissioner
11. Ed Hawthorne | AFL-CIO, Incoming President
12. Erika Smith | ReNetX Bio, Inc, CEO
13. James Loree | Stanley Black & Decker, CEO
14. Jay Williams | The Hartford Foundation for Public Giving, President/CEO
15. Jeffrey Flaks | Hartford Healthcare, CEO
16. John Murphy | Nuvance Health, CEO
17. Judy Olian | Quinnipiac, President
18. Kathy Silard | Stamford Hospital, CEO
19. Kelli-Marie Vallieres | CT OWS, Chief Workforce Officer
20. Keri Hoehne | Local 371 UFCW, Executive Vice President
21. Leslie Torres-Rodriguez | Hartford Public Schools, Superintendent
22. Leticia Colon de Mejias | Energy Efficiency for All, Owner
23. Maggie Hulce | Indeed, Senior Vice President
24. Mark Argosh | Social Venture Partners CT, Executive Director
25. Marna Borgstrom | Yale New Haven Hospital, CEO
26. Michelle James | CAA of Western CT, Executive Director
27. Molly Kellogg | Hubbard-Hall, CEO
28. Dr. Monette Ferguson | Alliance for Community Empowerment, Executive Director
29. Governor Ned Lamont | CT Governor
30. Neil O'Leary | City of Waterbury, Mayor
31. Peter Nystrom | City of Norwich, Mayor
32. Ravi Kumar | Infosys, President
33. Ray Pineault | Mohegan Gaming & Entertainment, Interim CEO
34. Representative Toni Walker | CT General Assembly, State Representative
35. Sal Menzo | Goodwin University, Superintendent
36. Sharon Barr | Alexion, SVP/CIO
37. Shellye Davis | AFL-CIO, President, Hartford Region
38. Sue Figueredo | Travelers, Global Head of Operations
39. Surya Kant | Tata Consultancy Services, Chairman North America
40. Terrence Cheng | CSCU, President



# Panel Discussion On Labor Shortages

---

Marin Gjaja, Managing Director & Senior Partner,  
Boston Consulting Group - *State of the Labor Market*

---

Josh Copus, Director, Jobs for the Future – *Job  
Quality and Employer Best Practices*

---

Daniel Culberson, Economist, Indeed Hiring Lab –  
*Hiring Trends*

---

Ravi Kumar, President, Infosys – *Expanding the  
Talent Pipeline*

---

Q&A

# Panel Discussion On Labor Shortages

---

**Marin Gjaja, Managing  
Director & Senior Partner,  
Boston Consulting Group -  
*State of the Labor Market***



BOSTON  
CONSULTING  
GROUP

# Developing A Thriving, Adaptive Workforce

Marin Gjaja, Managing Director & Senior Partner

OCTOBER 7, 2021



GOVERNOR'S  
**WORKFORCE  
COUNCIL**  
CONNECTICUT

# Three topics to cover today

- 1 The workforce challenge now, and into the future
- 2 What business, government, and education can do
- 3 Some practical examples of these ideas in action

# Challenges of labor dislocation will evolve over time

## Here & Now

- **Labor bottlenecks** as economy reopens; acute imbalances in supply / demand
- Perpetual **DE&I gaps** exacerbated by the pandemic, especially current students
- Support for a **less healthy post-pandemic workforce** - physically, socially, emotionally, mentally

## Up Next

- **Tech transformation** holds tremendous potential, but could leave millions behind
- **Future of Work** needs to be reimaged for a post-pandemic and "bionic" organization
- **Industries will be transformed**; shifting value pools; transforming jobs and the skills required

## On The Horizon

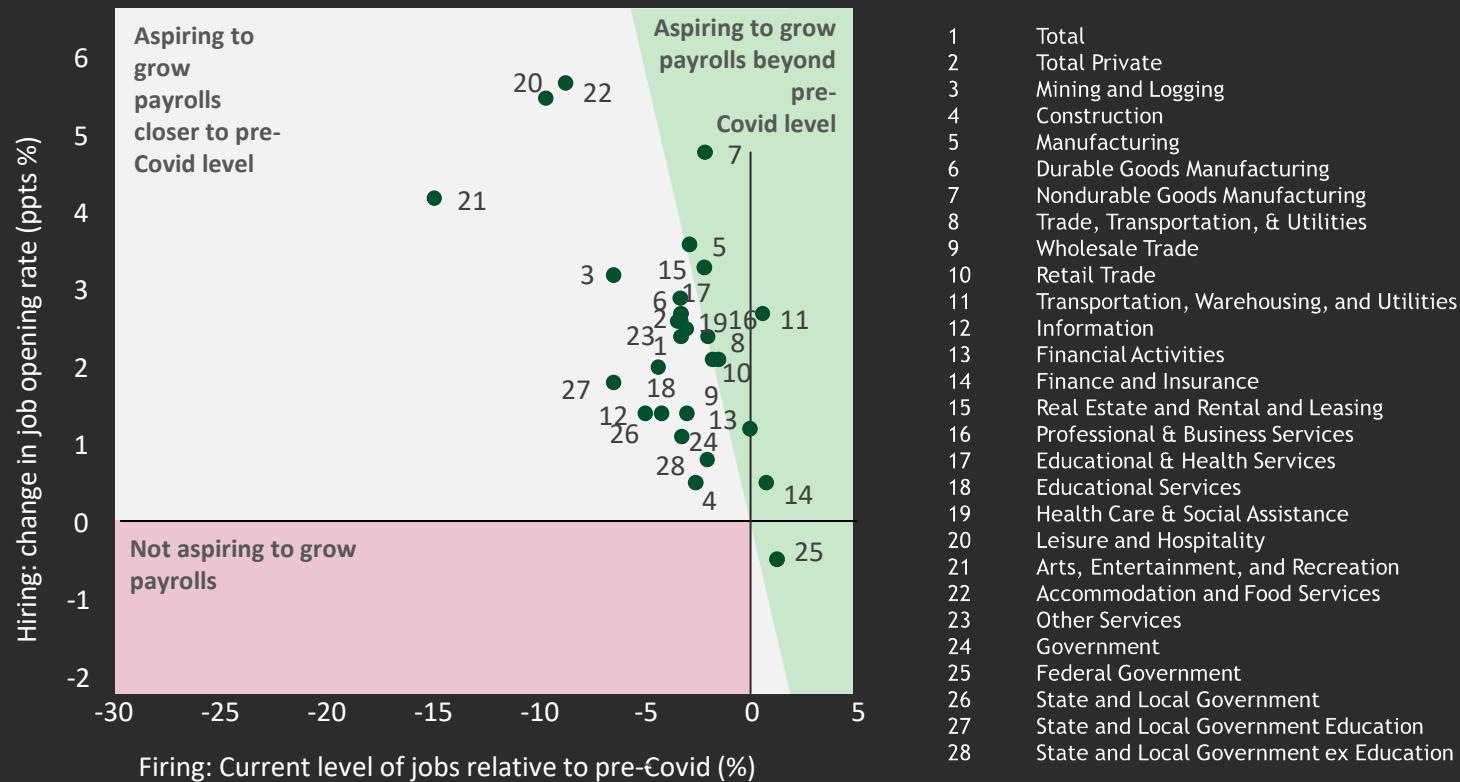
- **Skills mismatch** that will continue to expand with tech and industry transformation
- Enabling institutions and people to **keeping pace with shorter time scales**
- **Individuals and institutions capable of adapting to uncertainty and unknowns**

Need for a **human-centric workforce development capability** coordinated across complex networks of stakeholders

# Labor bottlenecks and redistribution across sectors

Difficulty hiring is more about large layoff and need to rehire large numbers than new demand

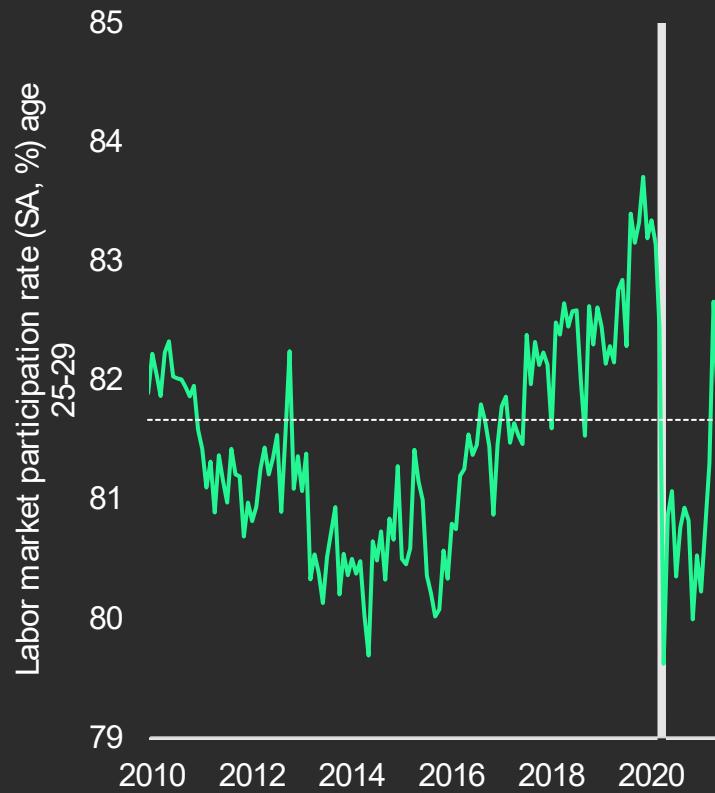
Many industries have seen large increase in job opening, but they don't add up to a higher level of employment



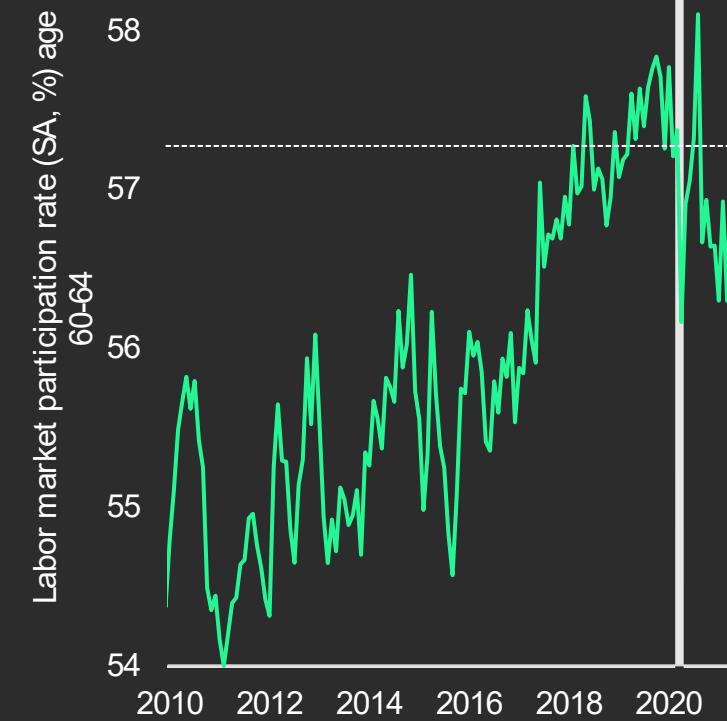
- Slower to hire-back from large scale 2020 layoffs
- Different speeds and shifts across sectors
- Workers looking ahead, future-proofing
- Wages rising with speed / urgency of hiring

# Varying degrees of normalization by age groups, childcare impacting return for 35-39 year olds

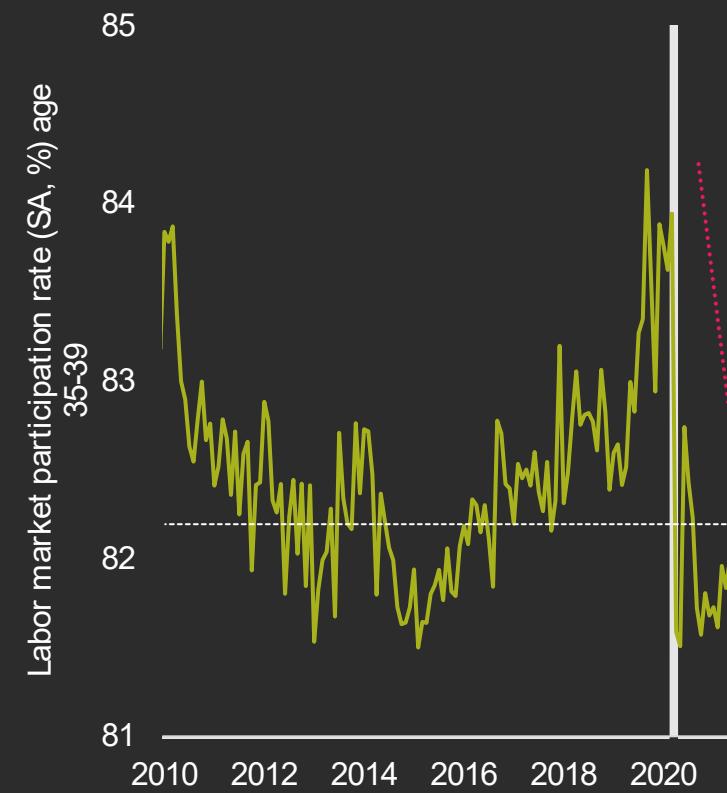
Age 25-29  
Participation rate (%)



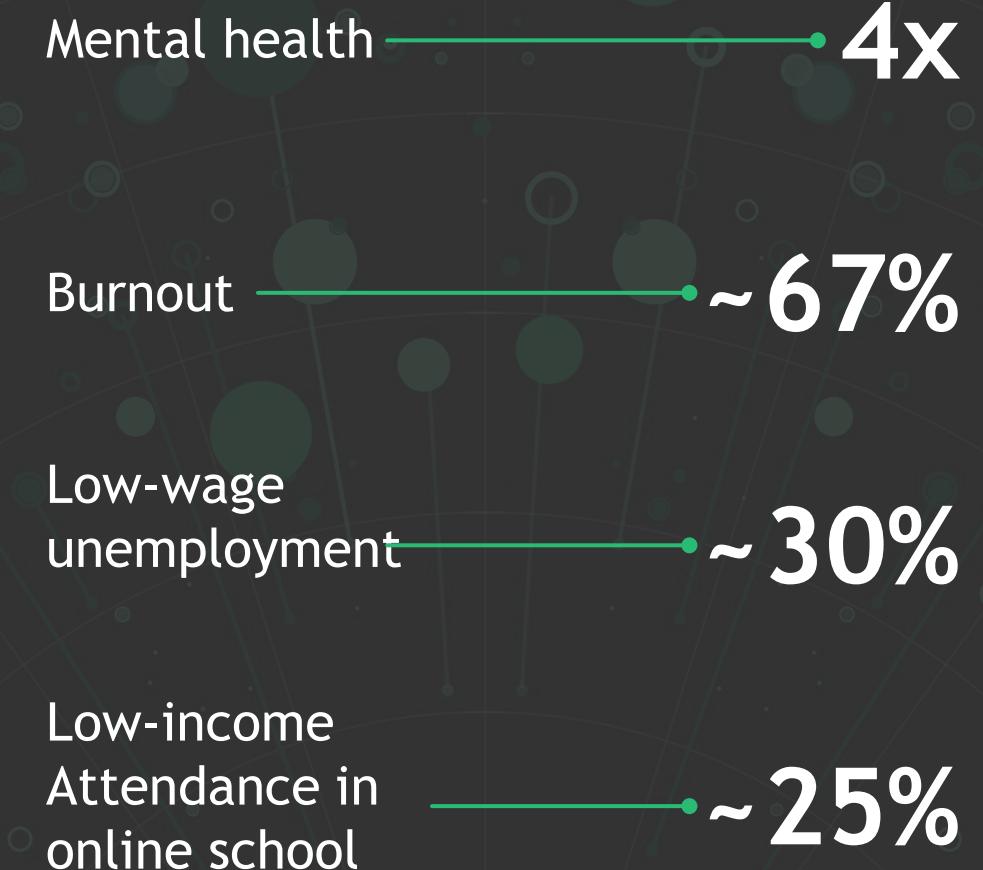
Age 60-64  
Participation rate (%)



Age 35-39  
Participation rate (%)

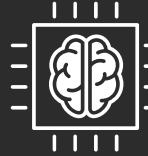


The pandemic has had a disruptive impact on people; especially the disadvantaged



Future of Work will be completely different than today, further exacerbating global skills mismatch if no action is taken

Personalized work   Human-centric work   Augmented work   Distributed work



Unbundled work

Learning & Creativity

Bionic workforce

Location agnostic

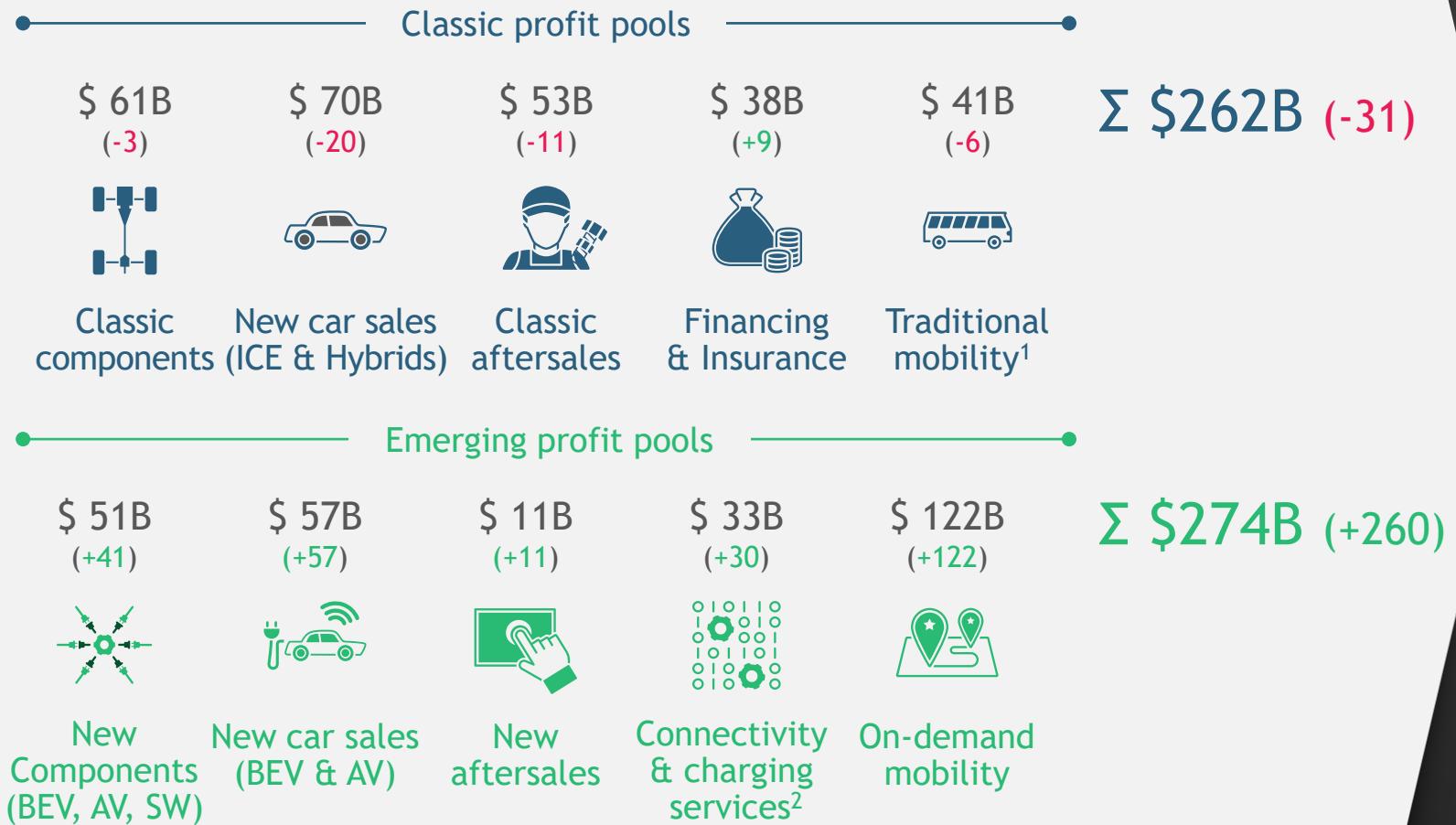
Just-in-time  
expertise  
Entrepreneurship

Values-driven  
Diversity and  
inclusion

Virtual/AR  
workspaces  
IoT enabled work

Global talent  
networks  
Soft organization  
walls

# Industry transformation: EV/AV will transform mobility value chain and jobs



## Ripple effects across sectors

- Shift from mechanical to digital and electrical skillsets
- New working models: Auto firms organized like tech firms
- New industries and ecosystem for charging, aftersales, rental, service, energy storage, etc.
- Mobility infrastructure boom propelling skilled trades
- Transformation of public transit access & housing affordability

# Challenges are underpinned by deeper issues facing stakeholders



## Government

- Lack of data/visibility to emerging local job & skills priorities
- Programs/incentives misaligned with emerging needs
- Alignment and co-ordination across stakeholders / gov'ts
- Fostering industry ecosystems / clusters



## Business

- Digital disruption and need for new talent and ways of working
- Balancing focus on today's performance and future potential
- Attracting & retaining diverse talent
- Engaging externally to foster ecosystems



## Educators

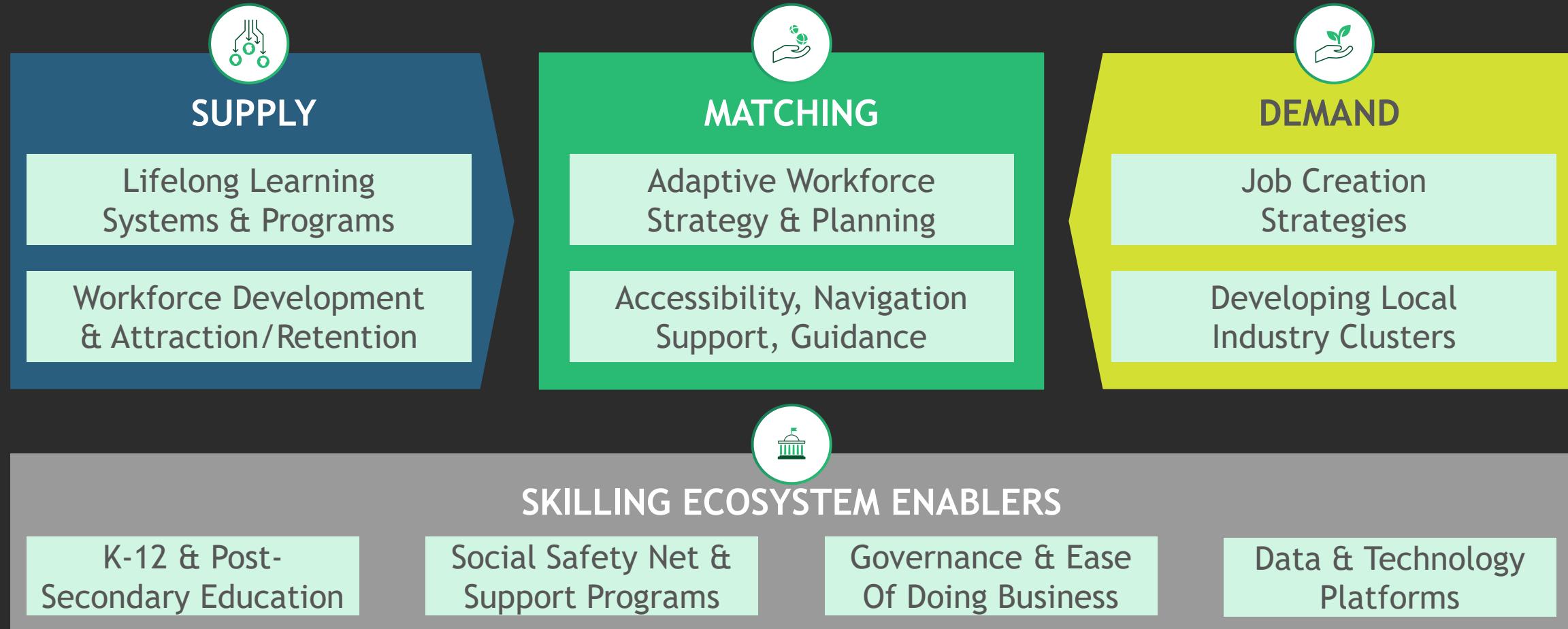
- Streaming students to in-demand fields, from Trades to AI
- Multi-year lead time to scale capacity for new programs
- Lack platforms for lifelong learning and digital delivery
- Accessibility for all: location, calendar, intensity



## Individuals

- Lack "single source" to navigate job demand, skill needs
- Lack of awareness and trusted guidance
- Financial insecurity / lack of safety net through transitions
- DE&I gaps at work and school

# There are four areas to reduce the labor market skills mismatch

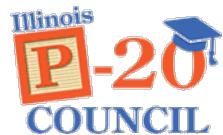


# All stakeholders have a role to play in addressing labor dislocation challenges

	<b>Here &amp; Now</b> <i>Bottlenecks, DE&amp;I, Health</i>	<b>Up Next</b> <i>Tech, Industry &amp; Ways Of Working Transformation</i>	<b>On The Horizon</b> <i>Skills imbalance</i>
Government	<p>Performing whole-of-economy workforce planning</p> <p>Fostering innovation, entrepreneurship and supporting SMEs</p> <p>Tools &amp; programs to navigate job /career and skilling journeys; including added DE&amp;I resources</p>		<p>Reinvent safety net for next gen work, lifelong learning</p>
Business	<p>Reshape leadership, culture, ways of working</p> <p>Rethink talent recruitment and retention strategies</p>	<p>Creating a lifelong learning culture; up-/reskill workforce</p> <p>Develop external ecosystems to foster talent development</p>	
Educators	<p>Flexible learning models</p> <p>Support under-represented communities and those displaced by COVID-19</p>	<p>Industry partnerships to create skilling &amp; career pathways</p> <p>Rapid capacity development to address in-demand skills</p> <p>New models to stream / match skills, interest and demand</p>	
Individuals	<p>Embrace lifelong learning and reskilling mindset; seek out / demand resources and support</p>		

# We have seen the positive impact programs and models like this can have

## SUPPLY & DEMAND MATCHING



## ENABLERS *Architecture, Tech, Govern*



- Developed data-driven labor market projections to underpin strategy for state-wide improvements in education and workforce systems; build attractive & enduring jobs
- Supported multiple-levels of gov't / stakeholders to drive action in key cities
- Developed advanced manufacturing workforce in Virginia by creating advanced manufacturing hubs through community college and industry partnerships
- Produce hundreds of skilled workers annually across three centers
- Road to renewal vision for Illinois education reimaging E2E experience - e.g. reimaging calendar, individualized support, flexible models and experiences, etc
- Integrated education/workforce strategy and work-driven credit opportunities
- Future skills architecture definition; creating standardized skills inventory & assessment tool across geographies/governments and industries
- Mapping impact of AI across industries, job classes and skills for reskilling roadmaps
- RISE reskilling platform for mid-career professionals in response to COVID-19
- "Reskilling as a service" interface, content and engagement built with BCG IP

# Panel Discussion On Labor Shortages

---

Josh Copus, Director, Jobs  
for the Future – *Job Quality  
and Employer Best  
Practices*

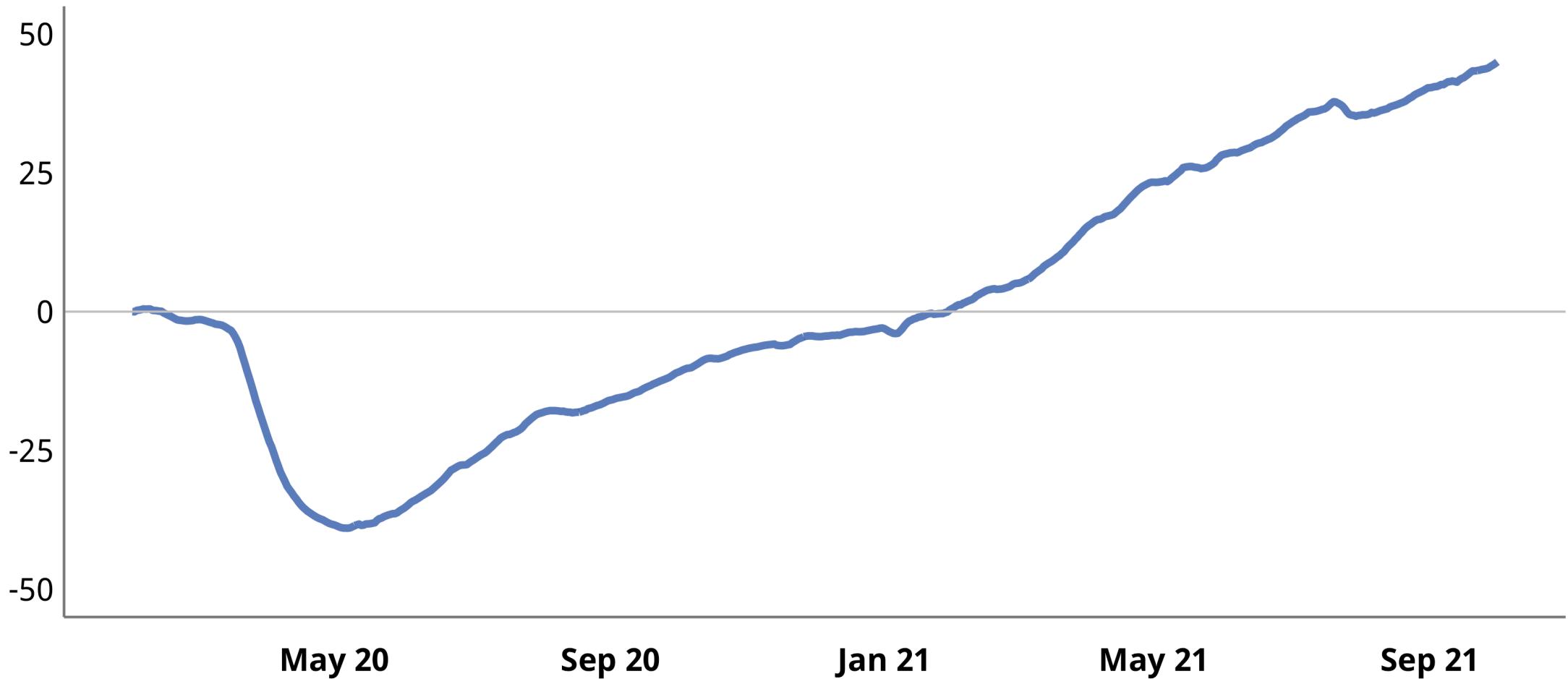
# Panel Discussion On Labor Shortages

---

Daniel Culberson,  
Economist, Indeed Hiring  
Lab – *Hiring Trends*

# US job postings 45% above pre-pandemic baseline

% change in job postings since Feb 01 2020, seasonally adjusted, to Oct 1st



Source: Indeed

indeed

## Some sectors are booming while others lag

% change in US job postings, seasonally adjusted, Sep 24 2021

Sectors	% change since 2/1/20	% pt. change vs 4 weeks ago
<b>Better than economy average</b>		
Loading & Stocking	88.0%	9.7%
Human Resources	87.1%	6.7%
Production & Manufacturing	86.8%	5.6%
Pharmacy	81.2%	14.4%
<b>Similar to economy average</b>		
Construction	51.3%	4.4%
Childcare	49.8%	6.3%
Arts & Entertainment	41.6%	1.5%
Food Preparation & Service	39.9%	0.7%
<b>Worse than economy average</b>		
Sales	18.1%	-1.9%
Hospitality & Tourism	13.9%	-0.5%
Sports	11.7%	-0.4%
Beauty & Wellness	1.9%	10.2%

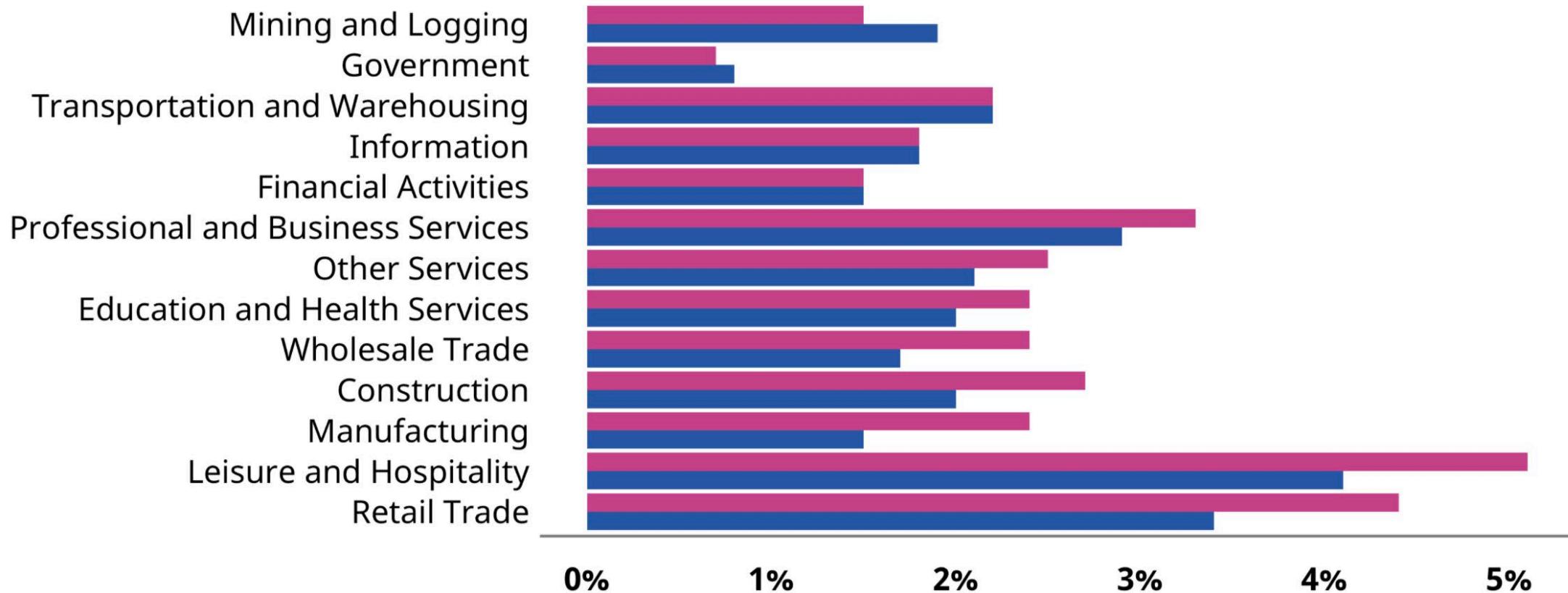
Source: Indeed



# Quits rate by industry sector

Quits as % of employment, ordered by % chng since Feb 2020

Feb 2020 July 2021



Source: Bureau of Labor Statistics (JOLTS)

indeed

Several  
supply side  
factors  
have  
passed

01

**Much of the pandemic  
unemployment was temporary**

02

**Extended unemployment benefits  
have ended**

Supply  
side  
factors  
remain

01

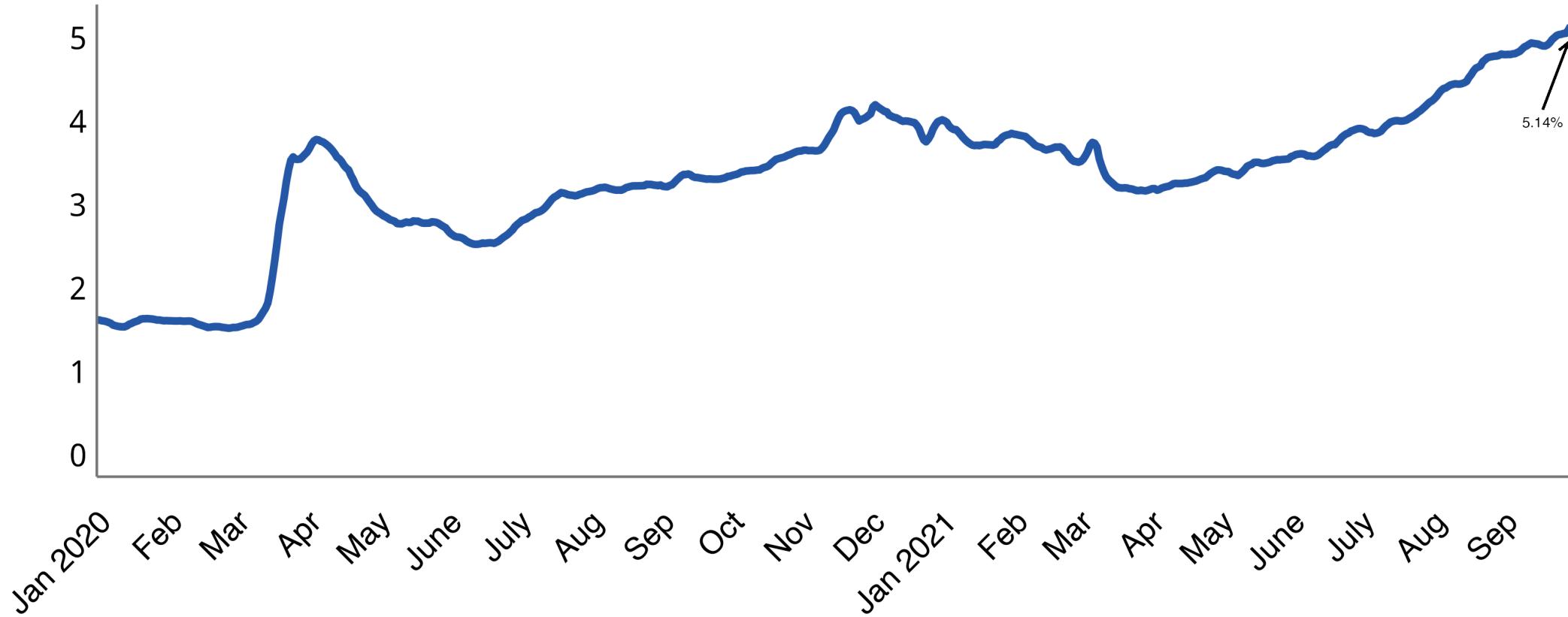
**Caution over the pandemic –  
particularly for roles that risk  
exposure**

02

**Disruptions to in-person school and  
daycare could complicate working  
parents return to labor market**

# Percentage (%) of remote job searches

7-day moving average

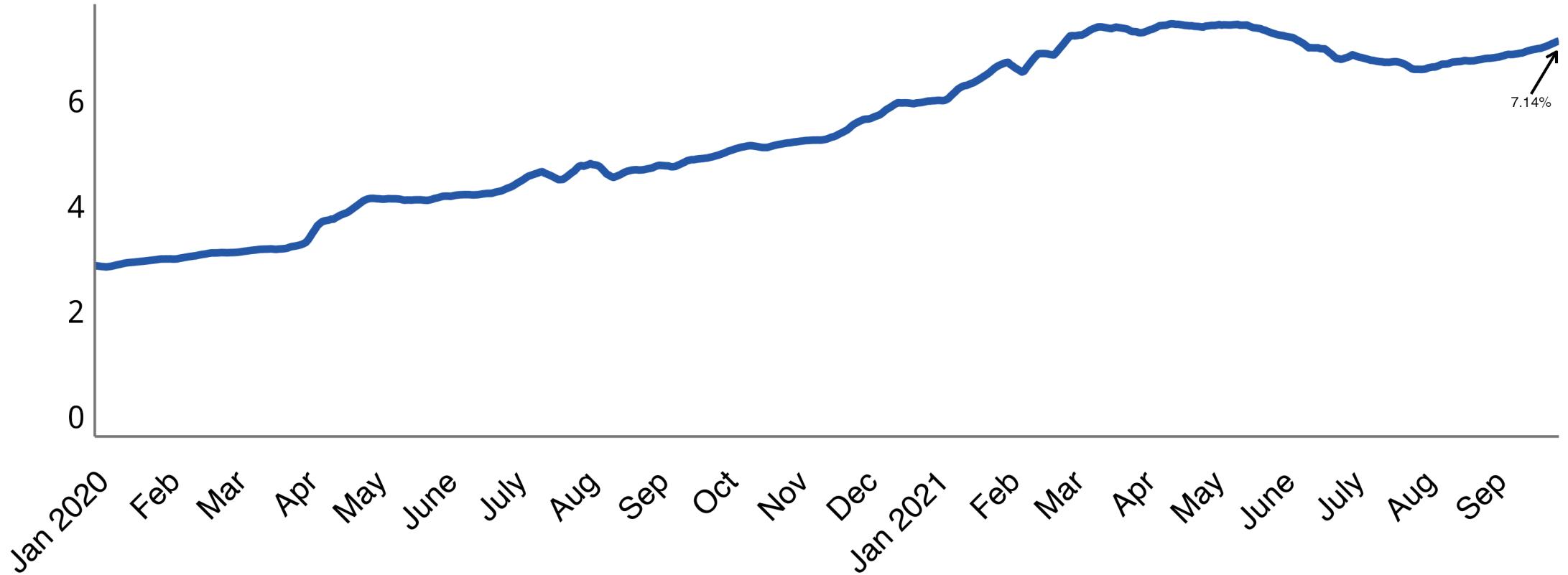


Source : Indeed

indeed

# Percentage (%) of job postings containing remote terms

7-day Moving Average



Source: Indeed

indeed

# Recruiting in today's labor market

- Evaluate pay packages (throw money at the problem)
  - Base pay, hiring incentives, retention bonuses....whatever works
- Remote work
  - Flexibility is more important to job seekers than ever
- Don't mind the gap
  - Many applicants may have gaps on resumes due to unemployment, illness, childcare, etc.
- Uneven recovery
  - Industries with less opportunity as recruiting pools



Keep up with our research at  
**hiringlab.org**

# Panel Discussion On Labor Shortages

---

Ravi Kumar, President,  
Infosys – *Expanding the  
Talent Pipeline*

# Panel Discussion On Labor Shortages

---

## Q&A

# CareerConneCT Overview

## What is it?

- CareerConneCT is a \$110M investment by Governor Lamont and the CT State Legislature.
- This program will be comprised of two funding sources:
  1. \$70M in American Rescue Plan that will largely be used to provide job training opportunities to displaced workers
  2. \$40M authorized in state bonding that will be used address systemic issues in Connecticut's workforce system and support additional workforce training opportunities

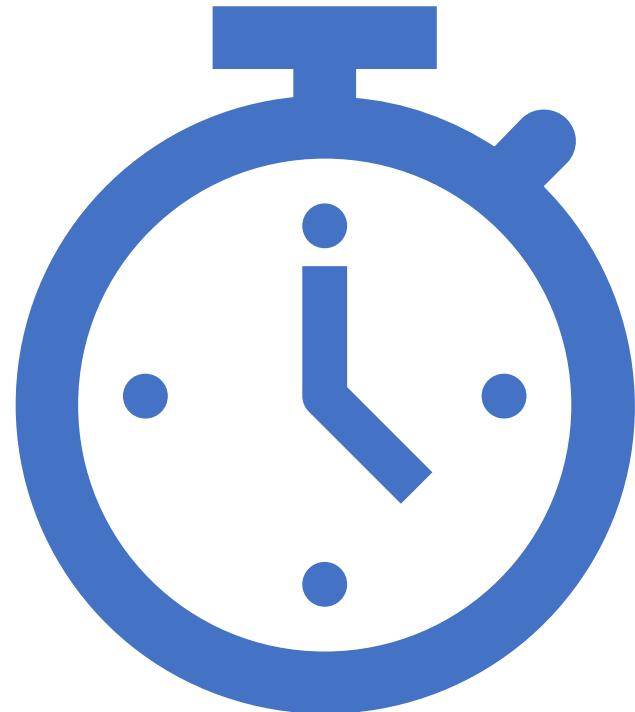
## How will it work?

- The Office of Workforce Strategy will be releasing an application portal for eligible institutions to apply for funding
- Review of applications and funding decisions will be made on a rolling basis
- OWS will allocate funds by 2024 and providers have until 2026 to spend the funds

## What are we looking for?

- Proposals that:
  - Align to the in-demand industries (e.g., healthcare, manufacturing, IT, construction, etc.)
  - Feature core services such as recruiting, supportive services, case management, job placement, etc.
  - Focus on serving marginalized communities
  - Demonstrate collaboration and minimize duplication across the workforce system
  - Leverage the revamped statewide intake portal to augment recruiting efforts
  - Demonstrate long-term sustainability measures and matching funding sources





Break – 5 Minutes  
*Please return at 4:15*

# GWC Strategic Plan Changes

## 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



# Diversity, Equity, & Inclusion Committee | Governor's Workforce Council (GWC)

The GWC established a Diversity, Equity, & Inclusion Committee focused on expanding workforce opportunities for Connecticut's most underserved populations.

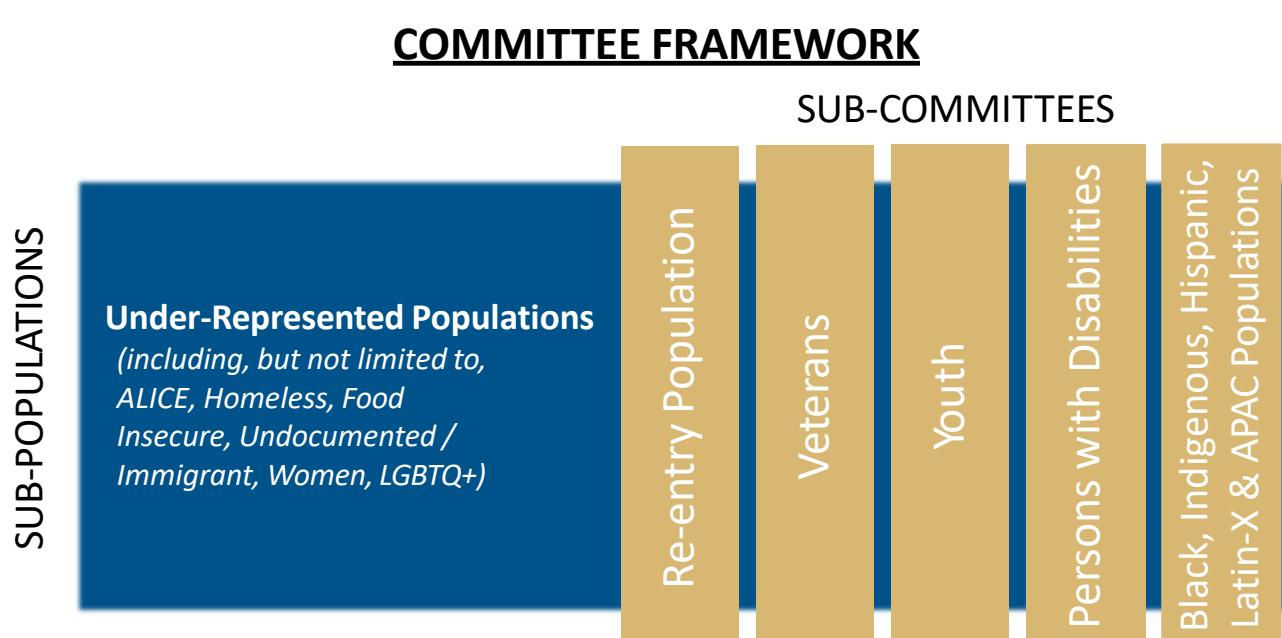
## *What is the focus?*

- *Develop goals and strategies for maximizing workforce participation and economic mobility for specific populations in the community.*
- *This committee will partner with the GWC Equity & Access committee, who is focused on breaking down workforce participation barriers affecting job seekers, writ large.*

*A Steering Group will provide high-level management support to subcommittees. Who will be on the Steering Group?*

- *1 Chair (GWC member)*
- *1 Vice-Chair (GWC member)*
- *1 Project Manager (OWS member)*
- *Selected members of each sub-committee*

*The sub-committees will be composed of relevant state agency senior staff, community organization leaders, community members, educators, industry leadership, and participants from the Workforce Development Board and American Job Centers.*



# BUILDING EQUITY THROUGH EMPLOYMENT

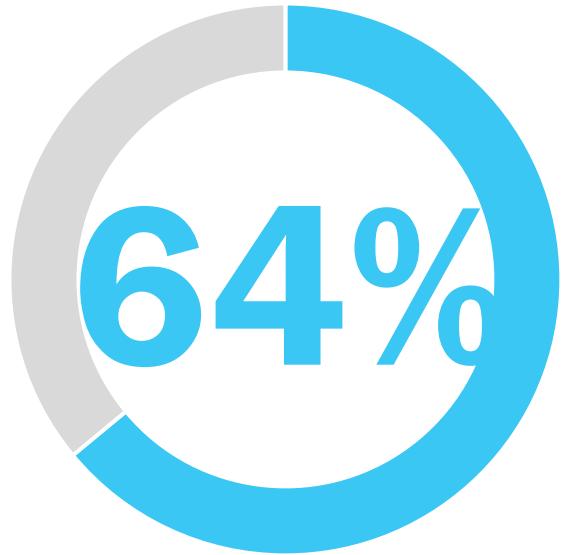
**Building a Coalition of Connecticut's Major Employers  
to Adopt Skills-Based Hiring and Inclusive Practices**

October 2021



**GRADS**  
*of* **LIFE**

# Shifting to skills-based hiring is a business and social imperative, and a GWC priority



Requiring a bachelor's degree automatically excludes 64% of population, **including 76% of Black Americans and 80% of Latinx Americans**<sup>1</sup>

**3**  
—  
**5**

**3 in 5 employers reject qualified middle-skill candidates** with relevant experience in favor of recent college graduates though hiring for skills **decreases time-to-hire, diversifies candidate pools and increases retention**.<sup>2</sup>

**5x**

Hiring based on skills is **5x more predictive of future performance** than hiring for education and 2.5x more predictive than hiring for work experience<sup>3</sup>

To support GWC's strategy, we will support CT employers to make collective strides on skills-based hiring and other inclusive practices



## Community of Practice

- 4 sessions launching October 26
- Opportunities to showcase best practices and learn from each other



## Individual Support

- Individual coaching to support companies with new to skills-based practices



## Collective Impact

- Develop collective effort to support Connecticut's equitable recovery

# What we need from you to support this initiative

- 1 Be a champion of this initiative within your company
- 2 Identify community of practice participant(s).

*Working sessions are designed for HR leaders who are tasked with internal skills-based hiring pilot and/or wider transformation. Membership should include those who have the power to take action to enact skills-based hiring within their organization and is recommended for **2 people per company** to support internal change adoption. Examples: CHRO, Talent Acquisition Leader, Business Unit Leader with large hiring needs. Each working session will be 2 hours.*

- 3 Set up initial meeting with Grads of Life team. Email [rya@grads of life.org](mailto:rya@grads of life.org).



**CAMPUSCT**

ADVANCECT



UpperCampus

## GWC INITIATIVE: RETAIN COLLEGE GRADUATES

Connecticut ranks 41st nationally for retaining graduates (35%)

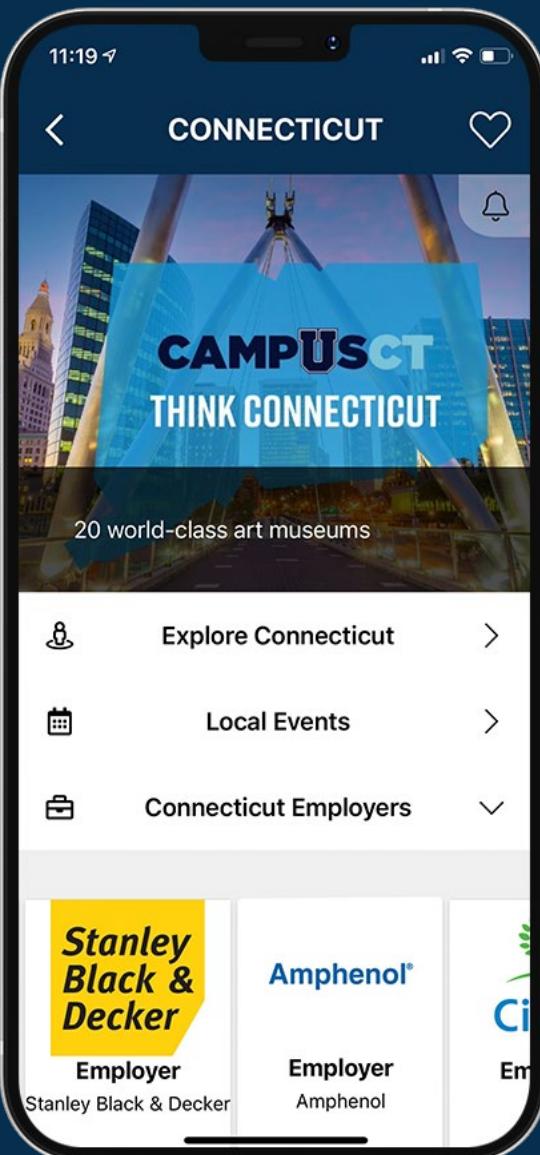
Goal: Increase retention by 5%



115% increase in 25–34 year-olds with college degrees

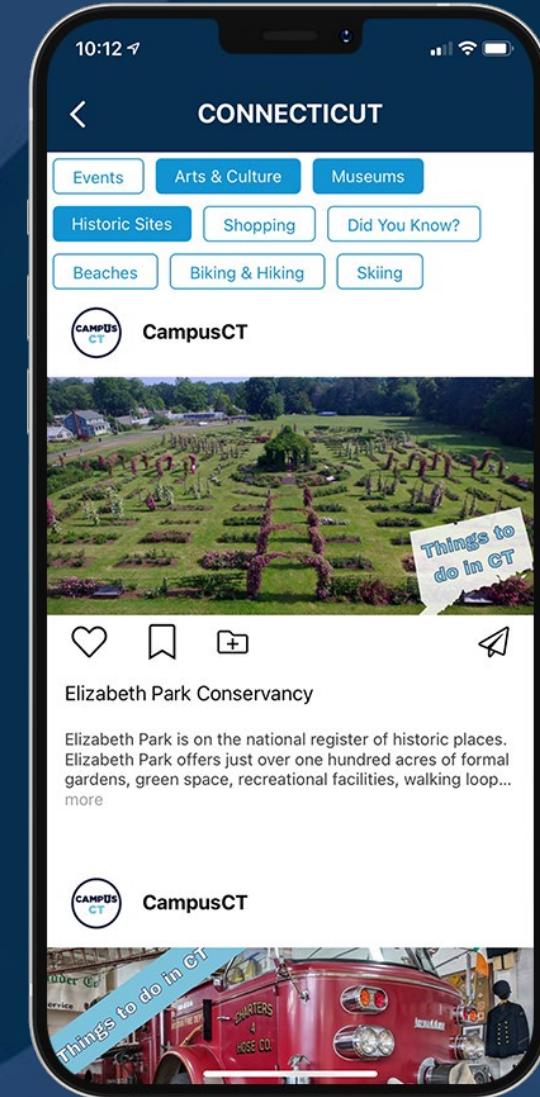
54% retention of regional college students

**ADVANCECT**  
CONNECTICUT



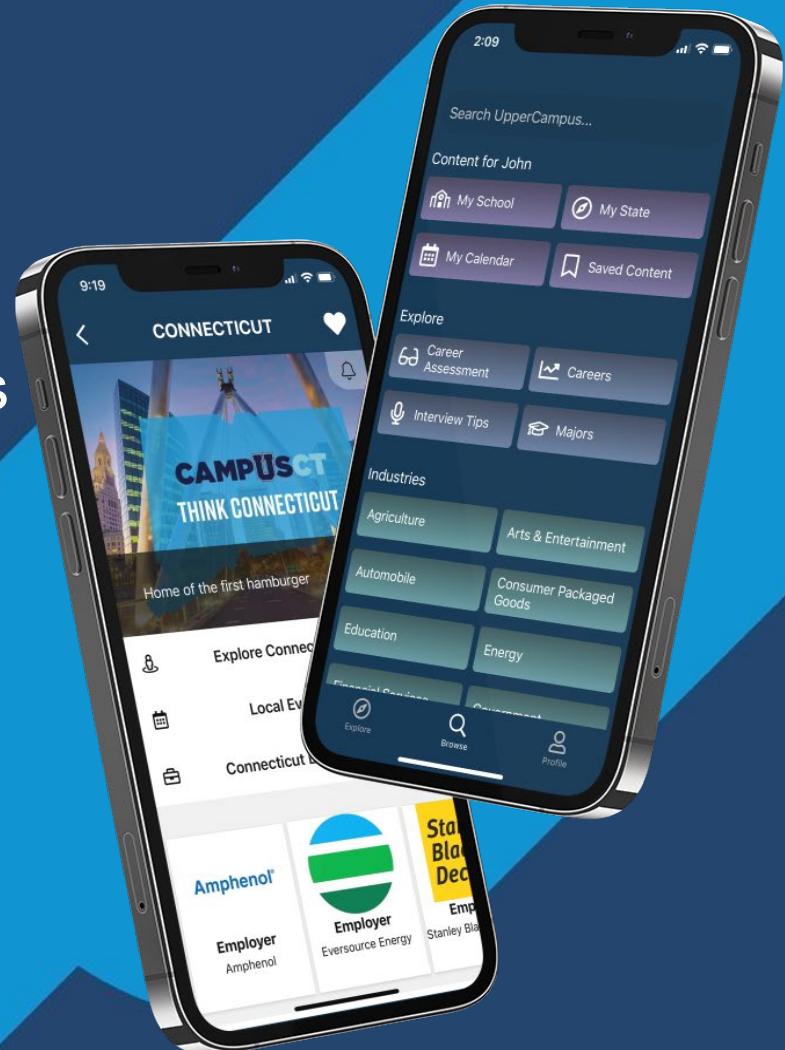
A customized experience, integrated into the UpperCampus app, for CT students to explore career & lifestyle related content

- Placemaking effort to promote locales
- Participating employers publish company specific content, supporting branding & talent acquisition needs
- Participating schools encourage students to download and use features



# UpperCampus Explore App

- A career exploration mobile app, FREE to students
- Familiar social media look & feel
- Thousands of interactive "stories"
- Employer specific content

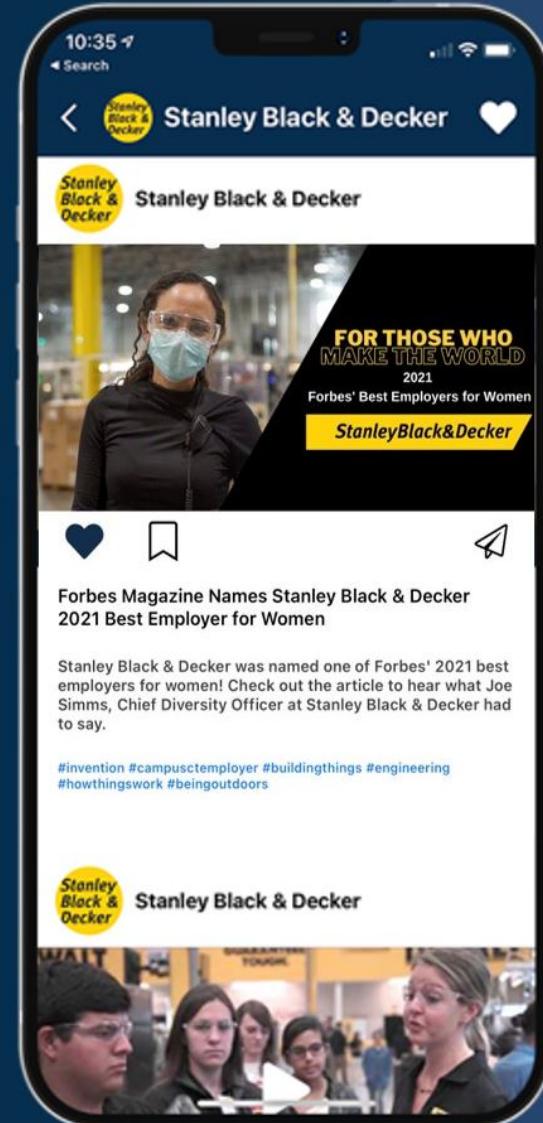


# Example Feed & Employer Stories

Employer logo with  
click through to  
employer brand page

Like, save and share  
functionality

UpperCampus is designed to look  
and feel like popular social media  
tools following similar creative  
guidelines



Stories can include text,  
images, video and  
external website links (ie.  
Company career site)

Hashtags for searching  
in app

# PROGRESS

---



## EMPLOYERS

### Status

- 12 employers committed
- Expecting 10 additional by year end

### Next Steps

- Create content
- Host Events
- Offer internships



## SCHOOLS

### Status

- 14 College / Universities participating
- Represents 85,000 students

### Next Steps

- Promote student use of app
- Custom content development
- Publicize events
- Engage high schools



## COMMUNITY / CIVIC LEADERS

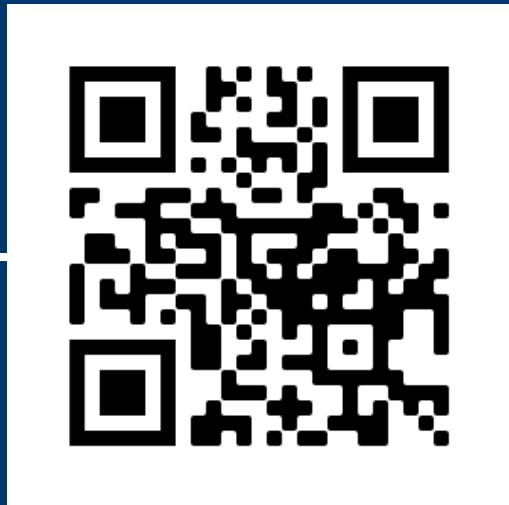
### Status

- Presentations to municipal and regional economic development and workforce partners

### Next Steps

- Connections to reach SMB
- Bring program state-wide in 2022

Download the Upper Campus App



**Courtney Hendricson**  
VP of Partnerships  
[chendricson@advancect.org](mailto:chendricson@advancect.org)



**CAMPUSCT**



**HOW TO ENGAGE**

**ADVANCECT**  
CONNECTICUT



Update

---

Erika ReNetX Bio, CEO – *An update on Bioscience Regional Sector Partnership*

# Good Jobs Challenge

Designed to get Americans back to work by establishing or strengthening regional workforce training systems to train workers with in-demand skills through sectoral partnerships.

## Key Goals

- Establish or strengthen regional workforce training systems of key stakeholders, including industry partners, to develop employer-driven training models
- Ensure processes exist to translate employers' skills needs
- Develop and deliver quality skills training

## Key Outcomes

- Provide concrete, measurable impact (e.g., job placements, wage gains)
- Secure employer commitments to hire and place workers into quality jobs

## Award Amount

- Between 25 and 50 awards nationally. No limit on award amount

## Due Date

- January 26<sup>th</sup>, 2022



**The Office of Workforce Strategy will submit one, integrated, statewide application.**

## Closing Remarks

- Stay in touch!
  - Email us at [GWC@ct.gov](mailto:GWC@ct.gov) to be placed in the Contact Database
- GWC council membership finalization
- Next Meetings:
  - GWC Quarterly Meeting | Thursday, February 10, 2:30-5:00
  - GWC Orientation for New Members | To be scheduled



# Appendix

# Skills mismatch problem on top of human capital dev. agenda



ILO launched **Centenary Declaration for the Future of Work (2030)**

Basic principles of human-centered approach

- Strengthening the capacities of all people
- Strengthening the institutions of work
- Promoting sustained, inclusive & sustainable economic growth

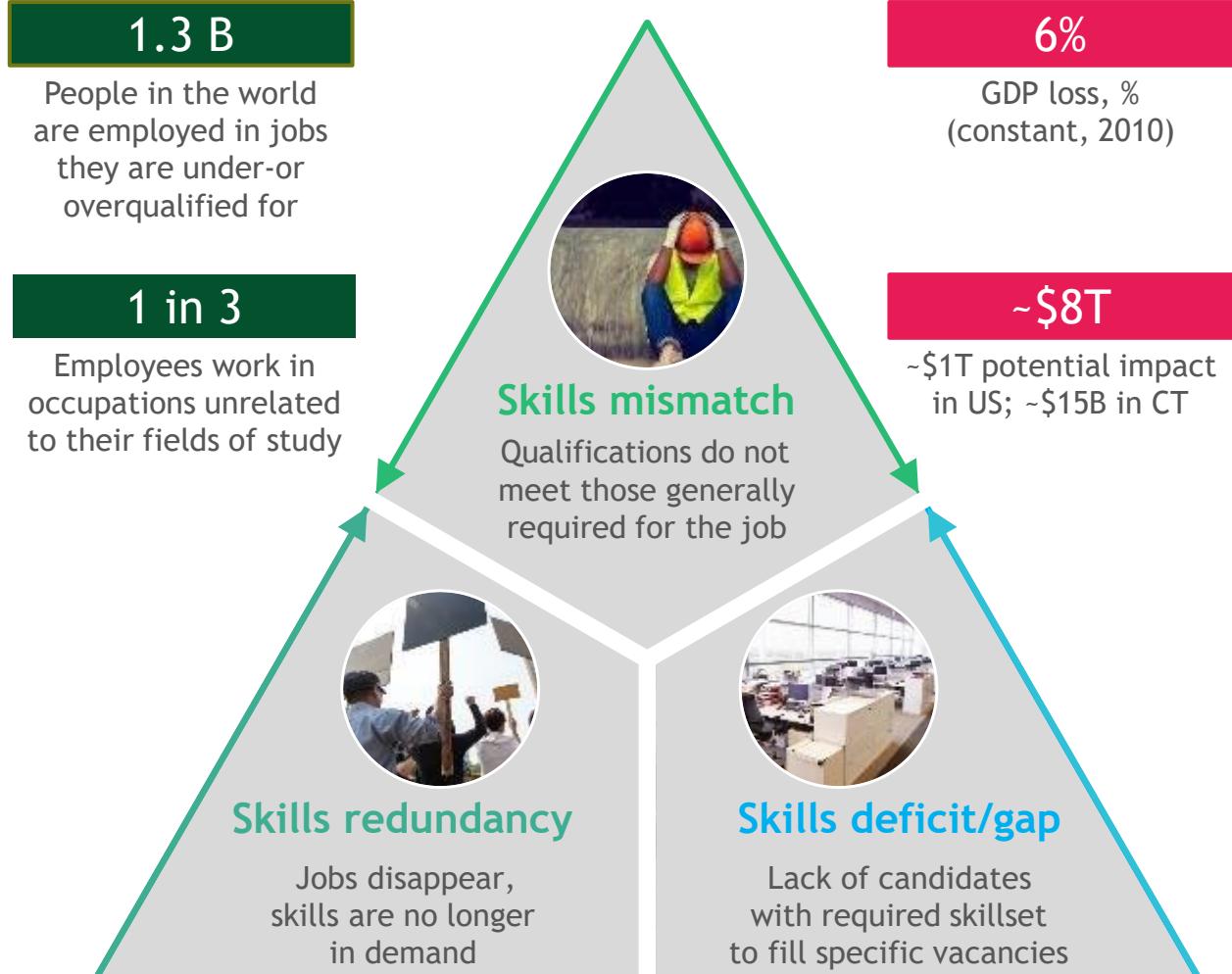


WorldSkills will launch the **Mission: Talent Declaration (2030)**

Basic principles of human capital development

- Skills of the future for everyone
- Self-sustainability
- Freedom of opportunity
- Skills mobility
- Diversity of values

## Skills mismatch is a key driver of skills gap affecting 1 of every 3 employees globally



Source: OECD; ILO; World Bank; BCG Future Skills Architect Study, BCG analysis

# Technology transformation can create tremendous value, but people are the key

**50–75%**

of current effort reduced to enable higher-value work

**70%**

Service cost reduction with smart maintenance

**25%**

Operating margin uplift by digitizing manufacturing

**50%**

Reduction in R&D lifecycle time

**10%**

Reduction in commercial costs

**2–4x**

Speed to market with agile

**10%**

Increase in growth from personalization

**Asset light growth**

**Increased stock multiplier**

6 keys to success in technology transformation from studying ~1000 companies

1. Clear "why", "what" and "how"
2. Commitment from CEO to Mgr.
3. Deploy high calibre talent
4. Agile management
5. Monitoring progress, KPIs
6. Business-led, not tech-led

# Urgency and investment in transformation are rising coming out of the pandemic, accelerating the pace of change



Disruption



Urgency



Investment



Initiatives

**35%**

Companies view “digital technology” as disruptive to their business model

**>80%**

Respondents feel digital transformation has become more urgent

**~65%**

Respondents anticipate increased investment in digital transformation

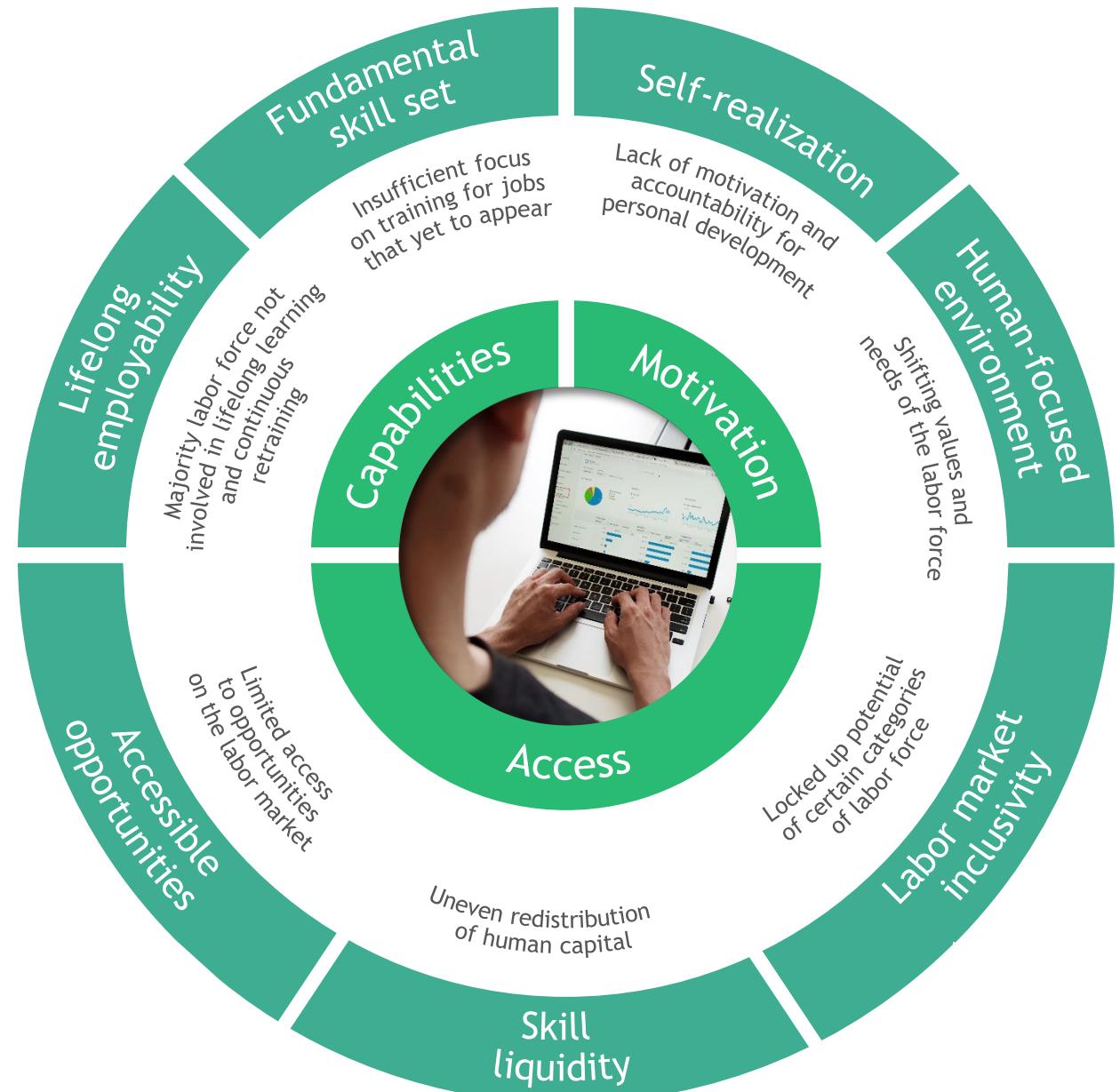
**~55%**

say initiatives around ways of working and tech are higher priority

1. Includes partial self-funding

# Market & Human-centric framework for workforce development

*Align stakeholders' efforts around common understanding of barriers & strategic priorities*





BOSTON  
CONSULTING  
GROUP

[bcg.com](http://bcg.com)