

GOVERNOR'S WORKFORCE COUNCIL

May 14, 2020, 2:30pm-5:00pm

Virtual Meeting

Minutes Approved 10/08/20, by unanimous vote

Present:

Council Members: Governor Ned Lamont, Chair Garrett Moran, Vice-Chair Kellie Marie Vallieres, C. Bigelow, M. Ferguson, Senator T. Hwang, R. Kumar, R. Levy, J. Olian, D. O'Neill, P. Salovey, E. Smith, L. Torres-Rodriguez, Representative T. Walker, J. Williams, Senator T. Hwang, J. Loree, K. Graney, M. Keane, M. Borgstrom

Designees: M. Guay

Ex-officio Members: B. Bye, M. Cardona, C. Cooper, S. Gaul, T. Katsouleas, M. Ojakian, M. Pirro-Simmons, K. Westby, J. Widness, J. Wihbey, V. Dorantes

Designees: M. Walsh, G. Thames

Partner Committee Members: A. Johnson, A. Pritchard, W. Villano, M. Argosh, C. Fero, P. Hackett, J. Gerber, S. Shepard, S. Adamsen, S. Marimon, A. Angus, J. Smialowski, D. Allon,

Designees: M. Hayden

Introductory Remarks- Chairman Moran

Chairman Moran called the virtual meeting to order and welcomed everyone to the second of four 2020 GWC Board meetings. He reflected upon the last GWC meeting in January and on how much has changed since then.

Workforce Impacts of COVID-19

1. The Roadshow plans were cancelled due to social distancing, however, GWC members and staff held many informal discussions and conducted informational interviews with leaders from business, non-profits, education, etc. to gather thoughts and ideas to further strategic planning. In addition, Chairman Moran holds a weekly meeting with Local Workforce Board Directors.
2. The GWC added 2 new Committees: Sector Partnerships led by Jim Loree and Work-based Learning led by Chris Swift. This also includes new business input from leaders at IBM and Pratt & Whitney.

3. We have a huge unemployment surge from COVID-19, the National unemployment rate is pushing 20%, and we have lost 36.5 million jobs in two months.
4. More than half of workers making under \$40k are in vulnerable jobs, overwhelmingly headed for at least temporary unemployment, which is a devastating number.
5. We expect to see long-term harm to the childcare system as we face closings that will make a return to work more difficult than it would otherwise be.
6. We will have a very large state budget deficit which puts pressure on any plans we will make, BUT we have a good chance of robust federal support for workforce development.
7. Some business sectors may come back in fundamentally different shape (e.g. hospitality, retail and especially nursing homes and childcare) and some will still grow (healthcare and IT).
8. Given the unknowns in the workforce arena, the best we can do is give the unemployed good clarity on their changing opportunities and prospects, train lots of people to come back in new roles, help as many as possible to strengthen the relevance of their work skills and invest in strong networks of employers, trainers and other service providers so that we can have as dynamic as possible a comeback.

What should we be doing now?

- Planning for reopening.
- Prepare funding requests for federal grants and seek out philanthropic engagement.
- Create immediate response initiatives that can mitigate today's gaps, especially in today's distancing environment.
- Continue with long term workforce planning for a robust workforce system in our state so we can come back strong.

GWC Initiatives in response to COVID-19

- Create an easy-to-use job board for anyone in CT who needs a job. We have partnered with Indeed on this and the product will be launched next month. The new job reference page will also have links to our various training programs.
- Metrix/Skillsoft platform – is a legacy EWIB initiative with 10,000+ legacy users. This offering was rolled out last week across the state and is free to UI claimants. It is IT and Business services focused, provides pathways to many certifications and it's a demonstrated program that is very popular with employers. Last Monday we launched

with a gradual rollout. Now we have sent out 78,000 emails to UI claimants and already 5,000 have enrolled and 500 have completed courses.

- 180Skills – is a manufacturing training system, originated with Boeing that has been adopted rapidly by users across the country, and has already received rave reviews from employers who have seen it here in CT. This also is being offered free, and is available to UI claimants, postsecondary students and incumbent workers from sponsoring companies.

Vice-chair – Kelli-Marie Vallieres added that the program will award badges that correspond and align with career pathways for the unemployed and entry level workers. Customers can choose between 2 paths. The first one covers basic skills for entry into CT educational programs or entry level jobs. These courses are stackable and the committee is working on getting these hours approved as related-instruction for Registered Apprenticeships and pre-apprenticeships. The second pathway is for incumbent workers to upskill while they may be at home due to COVID-19 furloughs. The Mfg. Committee is working with the CT Manufacturing Collaborative to endorse the program and market to CT manufacturers. Companies can advise and guide employees to select courses most relevant to their jobs and companies. They also plan to conduct outreach to CT High schools to utilize this material for their manufacturing curriculum.

Chairman Moran stated that we will seek to engage employers and educators as sponsors for these platforms and the myriad online coursework that has been created recently by our colleges, universities and trainers— always with a view to learning something that leads to a job. He noted that much of WF funding and focus is on the lower paid and disenfranchised among us, as it should be. But our plan needs to embrace our very powerful four year colleges and universities — a tremendous strength for CT. We want to cultivate and promote our capacity for turning out great numbers of college graduates, particularly with STEM degrees. We want to challenge and support these same institutions to engage with businesses and nonprofits to have as relevant and inclusive an offering as possible.

Strategic Plan

Chairman Moran described the strategic plan as needing action in three main areas in order for the overall infrastructure to be effective.

1. Regional Sector Strategies- we will have a presentation shortly describing the foundation of how these work. We will have informational calls this summer with educators, workforce boards, businesses, etc. and then convene some regional groups this fall.

2. Building Career Pathways- CT must create a pathway system so that all workforce, business and education partners can follow what to do. There are pathway programs at each level, including K-12, community colleges, etc. however, we need to integrate these into a system so

we can see the training gaps when they are all woven together and so that a jobseeker can understand all of their options of reductional, earning, advancement, what it costs, what the outcomes data shows.

3. Data systems and performance management systems-

Scott Gaul and Dave O'Neill gave an overview of the recent work of the Data Performance and Planning Committee.

Scott Gaul stated that they were completing new Governance and Legal agreements with key partners that describe among other things what data will be collected and how this data will be used. The committee is building off the base of P-20WIN, reviewing the current framework and expanding into areas such as social services. They are examining ways to utilize various data dashboards to inform decision making and ensuring that the data definitions and points are consistent enough to compare across programs.

Dave O'Neill added that his team is also reviewing their data. Indeed's site aggregates jobs from all over the web and offers a platform for small businesses to post their jobs for free. Mr. O'Neill stated that Indeed has approximately 300 million people coming to their site around the world in any given month. Indeed is conducting virtual hiring events regularly in the U.S. and the U.K.

Governor Lamont's Remarks

Governor Lamont joined the meeting and stated that he feels we need this GWC team more than ever post-COVID19...from health care needs to vast telecommuting needs, the workforce development system has fundamentally changed. He stated that he met with several CT CEOs yesterday and was informed that today's commercial realty footprint in CT is likely to be 30% bigger than our future needs. In addition, residential real estate inquiries in CT have almost doubled since the pandemic hit. He is proud of the business community and their efforts to reopen in a safe manner. He further stated that the Reopen Committee is trying to address childcare shortage issues and balancing public health safety with every recommendation that they make..

Chairman Moran thanked Governor Lamont for speaking to the GWC. He concluded his remarks by informing members that the Office of Workforce Competitiveness submitted the new WIOA State Plan in March on behalf of the GWC and the Governor. It contained information for our federal partners about GWC strategy and the timeline to complete this year's strategic plan.

GWC Committee Updates

Manufacturing Committee - Kelli-Marie Vallieres - Sound Manufacturing

Ms. Vallieres gave a report on activities from the Manufacturing Committee. This committee has been taking a look at supply and demand. There are over 4,000 manufacturing companies in CT, 40% of these employees work at 25 companies, 60% work at small and medium companies, where the average size is about 25 workers. In addition, there are generational skill gaps that were created by large layoffs occurring in the early 1990's. About 35% of the manufacturing workforce is 55 years of age or older. We believe that 3,000 - 4,000 new mfg. workers will be needed to fill new jobs.

CT needs a cohesive system to onboard entry level workers and skill-up incumbent workers in order to maintain a competitive edge. The committee plans to review current programs that already exist; expand and develop stackable credentials; and replicate best practice programs. Strategies and successes will be vetted through the regional sector partnerships.

IT and Business Services Committee - Ravi Kumar - Infosys

Mr. Kumar outlined the composition of this industry as emanating from two streams: IT and Business Process Services. There are approximately 48,000 IT jobs in CT that consist of 25,000 in-house jobs, 16,000 tech product company jobs and 5,000 service providers jobs.

He stated that large companies continue to hire in spite of COVID-19 concerns and some newer work streams have evolved to satisfy the need in areas such as cyber security. The committee is examining ways to pivot workers from other industries to IT through on-line training. This works most effectively when workers have some basic skills and experience, but many need additional guidance through a curation of skills plan..

Healthcare and Bioscience Committee - Pat Hackett-SVP

Mr. Hackett presented the update for this committee. He stated that there are 250,000 healthcare workers in CT and the demand is strong for skilled employees. Registered Nurses and Certified Nurse Aides vacancies are in the thousands and the committee is examining how best to confront these shortages. There is a need to expand internship and co-op opportunities in bioscience and to increase outreach to high school students to foster a stronger link to science pathways. The committee has worked with the CT Hospital Association to launch an educational/employer survey, however, the survey release is on hold due to COVID-19. There also continues to be a problem finding locations for students to perform their clinical hours requirement due to limited number of faculty and credentialed supervisors in these settings. Other shortage occupations include: surgical techs, imaging technicians and sterile processing technicians. The committee has reviewed various training programs and is particularly interested in replicating a recent pilot in New Haven that was funded by Bank of America to train CNA's and sterile processing techs.

Education and Training Committee - Dr. Ruth Levy

Dr. Levy stated that this committee has been working with the GWC industry sector committees to review optimal skills based credentials to support guided career pathways. She indicated that this education should start from primary grades through graduation and that additional time and

resources should be provided to enrich curriculum through field trips, industry speakers, job shadowing, work-based learning and apprenticeships. More students should have the opportunity to participate in pre-apprentice programs and dual enrollment programs by increasing program numbers and piloting opportunities in new districts. COVID-19 has highlighted the need for new service delivery strategies to upgrade competency in computer science and digital literacy, for students and teachers. Issues of equity must be addressed and enhanced teacher preparation and training is needed. In addition, existing curriculum may not match future industry needs. Ideally, schools should leverage and tighten the Student Success Plan to provide guidance to career pathways and allow for a seamless transition to post high school education and training. Increasing the ratio between students and advisors would allow for much needed guidance to match students with their pathway before they leave high school.

Dr. Levy continued by recognizing that the CT Adult Education program needs included with distance learning opportunities as they seek to guide these students, many of which are ESL, to career pathways.

The committee believes that if CT performs well in the areas above, we will have a high quality education system with a connection to employers, and therefore, retain talent in our state.

Supportive Services Committee- Cindi Bigelow, Bigelow Tea

Ms. Bigelow described the focus of their efforts as finding ways to keep people engaged in the workforce despite the barriers that arise. Issues related to child care, transportation and mental health are most evident in the lives of individuals who are not able to participate in the workforce in the manner they would like to. In early March, there was an estimated 50,000 shortfall in childcare space in CT. Since COVID-19, the landscape is significantly worse.

The committee has been examining the effects of the benefit cliffs, looking at leveraging available federal funding, and aligning existing programs. They are identifying what data they need to align information, service providers and customers. However, child care availability is the most crucial need right now.

Discussion -

Chair Moran posed a question to start the discussion: How do we reverse outsourcing of IT in CT?

Ravi Kumar responded that in the past, there has been a low supply of resources in CT to support the IT sector. Infosys has worked with the community colleges to design a curriculum that they have used to prepare students for CT jobs. Mr. Kumar said that he would like to share it with the committee. He also believes that 60-70% of the IT work for CT is done in other states and we should invest in internships to connect students to companies and hopefully, bring back college students back to CT that took a job in another state.

President Salovey asked Pat Hackett to share his thoughts on the shortage of nursing educators and the recently identified need for public health positions in epidemiology and data modeling.

Mr. Hackett agreed that the RN faculty shortage is a statewide problem and the inability to hire enough RN's with the credential requirement hampers our state's ability to educate these students. He stated that only 4% of our nurses in CT have PhDs and facilities that can provide the capacity for students to attain clinical hours can be hard to find. In addition, 52% of nurses in CT are above the age of 50, so we need to be prepared for their retirements in the next few years. Mr. Hackett agreed that we will have to monitor the supply and demand of public health workers closely.

Presentation by Lindsey Woolsey - Next Generation Sector Partnerships

Ms. Woolsey played a video to provide a foundation for the discussion, followed with a PowerPoint presentation and facilitated a discussion with members.

The NGSP has four operating principles:

1. Labor market pull vs. program push
2. Shared Table vs. owned by a single institution or system
3. Business/industry invested for the long haul vs. providing narrow, time-limited input
4. Integrated response from education, workforce and economic development vs. one-off solutions

What will be changing under Next Gen?

The before and after picture defines a mental model for how CT wants to be and can be with these partnerships. The emphasis is on minimizing fragmentation of the business outreach, and reducing isolated projects in favor of at scale solutions and striving for system wide changes.

The Charge: Do Networks Better (Governance Mindset)

This requires changing mechanisms that leverage complex networks into fundamentally new kinds of public-private interactions that achieve two things:

1. Mobilizing business leaders to play an active role in strengthening their regional economies and education and training systems
2. Aligning education, workforce and economic development partners around a common, business-led agenda

What's Required?... A Shift in Approach

This is the required shift from a governance perspective, key for the Governor's Workforce Council.

From Traditional, Hierarchical Government to Networked Governance, for example:

- Direct delivery of goods and services by government bureaucracy turning into a complex collaborative system where crucial elements of public responsibility are shared with a host of non governmental or other governmental actors.
- Vertical lines of authority turning into horizontal lines of action.
- Focus on managing people and programs → focus on organizing resources to produce public value
- Agencies providing services and contributing to partnerships → Agencies brokering partnerships and contributing to services
- Workforce is the agenda, focus is on customized solutions → Economic vitality is the agenda, focus is on coordinated action

Characteristics of Network Governance

What should the GWC be doing in relation to each of the following categories? GWC needs:

- A shared vision, an appropriate list of metrics and policy changes
- Brokering and convening
- Strategically using funding sources without over using
- Multi-direction feedback loops/ shared learning
- Training and capacity building?

Adjourn

Chair Moran adjourned the meeting at 5:00 pm.