

# State Workforce Executive Director

Draft by Alysia Odway\_– January 17, 2024; updated by Senator Clarkson on July 5, 2024 to reflect Act 146 and to serve as starting point for consideration at the SOCWED Meeting on July 12, 2024.

## Position Overview – ~~[sales pitch]~~

~~[framing coming out of the legislation]~~

The ~~(blank)~~ Executive Director of the Office of Workforce Strategy and Development is an exciting leadership opportunity in Vermont to drive coordinated and impactful talent solutions for the state's people and industries. The Office of Workforce Strategy and Development is newly created independent office housed within ~~XX~~the Governor's Office, is a result of ~~XX~~legislation Act 146 (2024), which was ~~penned-adopted~~ in response to the 2022 legislated Special Oversight Committee on Workforce Expansion and Development, a collaborative effort among Governor's staff, legislative leaders, and the chair of the State Workforce Development Board.

The Executive Director shall oversee the State Workforce Development Board (SWDB) which has VT WIOA compliance responsibilities. The Director, with support from the Board, shall work across state Agencies and Departments that have a role in the workforce system along with employers and education and training service providers to develop an overall statewide workforce strategy that includes approved WIOA plan strategies as well as strategies meant to serve job seekers who are not WIOA eligible and employers who have current and long-term needs for talent development, recruitment and retention.

[Brief explanation of the new set up in the legislation]

With significant talent needs to spur industry growth, deliver critical public services, and maintain overall quality of life in the state, ~~this~~the Executive Director of the Office of ~~XX~~Workforce Strategy and Development, along with the SWDB, is tasked with providing thought leadership, advocacy, and lead community alignment efforts to advance the workforce ecosystem, defined as those leaders and resources within state government, as well as the many philanthropic initiatives and private resources that complement federal and state investment.

This ~~X~~Office of Workforce Strategy and Development will play a unique, intermediary role at the nexus of workforce development, education, and economic development resources currently being deployed. This office adds and amplifies these efforts by translating the disparate metrics and sector-specific language to create a unified understanding of Vermont's current state when it comes to talent, resources, systemic gaps, and potential opportunities. While the Executive Director and staff receive administrative, legal, and technical support from the Department of Labor, the Executive Director and staff are independent of that Department and their convening authority and influence ~~While the office is housed in XX Agency/Department, its independence as a convener and influencer~~ stem from direct accountability to the ~~governor~~Governor and the private sector chair of the state workforce development board. This dual public/private leadership is emblematic of the need to engage public and private investment strategies. The state workforce development board (WDB), SWDB's membership and executive committee are defined in Act 146 (2024). ~~is comprised of X, y, z as mandated in the legislation.~~ <https://legislature.vermont.gov/bill/status/2024/H.707>

The sections below detail the specific workstreams and activities that the executive director and team will lead to achieve the ~~XXX Board~~Governor and SWDB's vision ~~for a Vermont, to~~ensuring current and future residents are able to connect to the resources that they need, and businesses and public entities have access to talent to deliver on their business objectives.

## Duties

While the Executive Director will serve as an ambassador and champion of the overall system, duties will fall into the following priority categories:

### A. System Vision and Advocacy

- 1) The primary responsibility of the ~~ED~~Executive Director is to develop, with the SWDB and other stakeholders, and support implementation of a **comprehensive workforce development strategy** that aligns with the state's economic goals, under which other agencies and external partners can associate their efforts in delivering on unified metrics.
- 2) Assist the Governor and Legislature in the development and continuous improvement of the statewide **workforce development system** that shall include:
  - a. Development of explicit linkages in order to assure coordination and non-duplication among programs and activities; and
  - b. Development toward a shared system of measurement and reporting.
- 3) With this holistic view of the **workforce ecosystem**, the ~~ED~~Executive Director is in the point person to advocate for the needs of the system (internal and external to state government) to address skill gaps and enhance the overall employability of the state's workforce. This includes:
  - a. Responding and engaging with policymakers for dialogue on workforce development,
  - b. Identifying federal and private/philanthropic opportunities to strategically invest in the workforce ecosystem.
  - c. Analyzing, and advising the ~~governor~~Governor, the SWDB, the Legislature and others as requested, how policy changes will positively or negatively impact Federally required performance metrics;
  - d. Voicing concerns when designated federal policy mandates fail to best serve the unique needs of Vermont job seekers and employers.

### B. Strategy Design and Implementation Coordination

- 1) The ~~ED~~Executive Director as part of the Governor's Cabinet is in the unique position to provide focused energy and change management support to implement the developed strategy that may impact one or multiple agencies.
- 2) Maintain an annual catalog of resources inside and outside of public investments and find ways to communicate that these resources exist to employers and job seekers.
- 3) Provide equity checks for resource distribution – by population, region, sector, etc. to advocate for investments where most needed and efficiently utilized.

- 4) Utilize data and analytics to assess, prepare presentations, and shape the impact of workforce development programs, identifying areas for improvement, and help make informed decisions.
- 5) Collaborate with the ~~state board~~ SWDB in developing a budget and implementation plan for the state board's responsibilities in the workforce development system.
- 6) Hire, manage and develop staff and contractors to support the SWDB's work.
- 7) Advise the Governor, public schools, state colleges and institutions of higher learning on effective school-to-work transition policies and programs that link students moving from high school to higher education and students moving between community college and four-year institutions in pursuit of academic and technical skills training.
- 7)8) Work with the Executive Committee of the State Workforce Development Board and the Agency of Digital Services to develop a data trust as outlined in the final report of the Special Oversight Committee on Workforce Expansion and Development.

#### C. System Accountability and Communications

- 1) Manage budgetary resources efficiently to maximize the impact of workforce development programs, grants, and initiatives to;
  - a. Hire staff for SWDB functions,
  - b. Develop and maintain systems to gather data sufficient to measure the critical elements of the "system" beyond those that are required by WIOA and metrics developed by the SWDB,
  - c. Collaborate with the Vermont Chief Performance Officer in the work of that office as it relates to the workforce develop system,
  - d. Produce a bi-annual workforce report that includes quantitative and qualitative analysis of all relevant shared outcomes and programmatic impact toward those
    - o Programs: WIOA (DoL), Education (secondary ed, Perkins, higher ed), GrowVermont, AmeriCorps, Attraction projects (refugees, skilled relocated workers)
    - o Metrics: Median wages, unemployment, high school graduation, college matriculation, retention of college graduates, etc.
- 2) Work with industry to identify barriers that inhibit the delivery of quality workforce education and the responsiveness of educational institutions to the needs of industry
- 3) Provide periodic assessments on effectiveness and results of the overall comprehensive workforce development system.

#### D. Stakeholder Support, Convening and Connecting

- 1) Cultivate and foster partnerships between the private sector and State government, economic development, education, and the broader community through the coordination of the activities within the workforce development ecosystem.
- 2) Develop capacity of board members to effectively advise the Governor on workforce development issues through effective communication efforts and development of staff to support the board.

E. Fulfill requirements as designated WIOA SWDB

- 1) Participate in the Department of Labor's WIOA combined plan process and ensure that it integrates with overall SWDB strategy.
- 2) Present the plan to the board for approval.
- 3) Assist the Governor in the establishment and management of a one-stop employment and training system conforming to the requirements of the federal Workforce Innovation and Opportunity Act of 2014, as amended.

## Qualifications

### Minimum

- 1) ~~Candidates shall have k~~ knowledge and experience in the development and implementation of some components of workforce, education, and training programs, familiarity with economic development initiatives and/or promotion of industrial and commercial development.
- 2) ~~Candidates shall have e~~ Demonstrated management & leadership experience navigating complex systems and across varied stakeholder groups
- 3) Demonstrated track record negotiating conflicts to consensus-oriented resolution.
- 4) ~~Candidates shall have w~~ Writing and speaking skills that demonstrate clarity and respect for intended audiences
- 1) ~~Candidates shall have e~~ Considerable knowledge of the application and use of data to ~~analyze the effectiveness of workforce programs, make strategy and budgetary decisions.~~
- 5) ~~Candidates shall have e~~ Command of the technology for communications and presentations,
- 6) ~~Candidates shall have beyond a basic~~ Possess sophisticated understanding of research and evaluation processes ~~knowledge,~~
- 7) ~~Candidates shall h~~ Have no less than 5 years of professional experience related to ~~cross-sector collaboration in pursuit of collective impact goals. workforce or economic development.~~

**Commented [OA1]:** Probably requires a unicorn to get all of these ..

**Commented [OA2]:** Again - you are looking for a leader more than anything...

### Preferred

- 1) Candidates shall have knowledge of the principles and practices and a general understanding of the regulatory framework related to employment and training programs.
- 1) 2) Leadership experience designing, implementing and evaluating workforce-related programs and/or system development.

**Commented [OA3]:** This can be learned. I would focus more attributes/leadership than this.