

**Governor's
Workforce
Board**
Rhode Island



Today's Vision... Tomorrow's Opportunity.

GOVERNOR'S WORKFORCE BOARD RI
BIENNIAL EMPLOYMENT AND TRAINING PLAN FY18-19



EXECUTIVE SUMMARY

Biennial Plan FY18-FY19

Today's Vision... Tomorrow's Opportunity.

THE NEED FOR A NEW PLAN

The Governor's Workforce Board's (GWB) Biennial Employment and Training Plan outlines Rhode Island's path to employment success by identifying overarching priorities aimed to increase the impact of workforce development services. The GWB was initially established by the Rhode Island General Assembly in 2011 (RIGL §42-102-9 (h)) and is charged as the lead convener and coordinator for all workforce development efforts in the state.

The two previous plans identified the challenges felt from the lasting effects of the 2009 recession and identified strategies to get Rhode Islander's back to work. The FY18/19 plan is part of a larger employment strategy that focuses on transparency around data accessibility. This plan is a working framework that uses data and insights in a visual and graphical way, resulting in a more accessible and actionable plan going forward. GWB invests in programs that enable Rhode Islanders to find a job, get a better job, and build a career. With informed decisions based on the most important and relevant data, the GWB is focused on advancing the skills of Rhode Islanders in order to match the need of employers and industries.

"We must create conditions that will jump start our struggling economy, create jobs, and expand opportunity for all Rhode Islanders. I know we have a high hill to climb to get from where we are to where we need to be, but together we will climb it."

- Governor Gina M. Raimondo

STATE OF ECONOMIC PROGRESS*

FY14-15

Unemployment was at 10% down to 7.7%

FY15-16

...down to 5.6%

FY16-17

....holding at 5.6%

*<http://www.dlt.ri.gov/lmi/laus/state/seas.htm>

Since assuming office in 2015, Governor Gina M. Raimondo has made the economy the major focus of her tenure with a more robust and focused economic and skills plan that puts even more Rhode Islanders back to work. Under her direction, the Governor's Workforce Board assumes a role that is responsive to employer needs and builds a talented pipeline. If we start with asking how to meet growing industry's need, Rhode Island will become more attractive to neighboring companies, boost existing RI companies, and turn up the economic engine to generate more jobs for all Rhode Islanders. The [GWB's FY18-FY19 Biennial Plan](#) highlights past successes and offers a path for Rhode Island's workforce to build skills that matter for jobs that pay.

In June 2016, The Governor’s Workforce Board and Governor Raimondo appointed Heather Hudson as the Interim Executive Director. Under this new leadership, the GWB undertook vigorous engagement of key stakeholders to ensure the FY18/19 plan met the workforce demands and needs for the future success of all Rhode Islanders. Beginning with the GWB Retreat in October 2016, and culminating with broad stakeholder engagement sessions and open public comment, the GWB solicited numerous ideas, input, and feedback to hone in on the needs of those who use GWB and statewide workforce services.

OVER 500 PEOPLE ENGAGED FOR PLAN DEVELOPMENT, INPUT, AND FEEDBACK

GWB RETREAT	ENGAGEMENT AND FEEDBACK
<div style="text-align: center; font-size: 2em; font-weight: bold; color: white;">OVER 100 PARTICIPANTS</div> <div style="display: flex; flex-wrap: wrap; justify-content: space-around; font-size: 0.8em;"> <div style="width: 30%;">US Department of Labor</div> <div style="width: 30%;">Education Exchange</div> <div style="width: 30%;">Rhode Island College</div> <div style="width: 30%;">RI Public Expenditure Council</div> <div style="width: 30%;">General Assembly</div> <div style="width: 30%;">CCRI</div> <div style="width: 30%;">Economic Progress Institute</div> <div style="width: 30%;">RI Department of Human Services</div> <div style="width: 30%;">RI Department of Education</div> <div style="width: 30%;">Local Workforce Boards</div> <div style="width: 30%;">Real Jobs RI Partners</div> <div style="width: 30%;">RI Commerce Corporation</div> <div style="width: 30%;">Chamber of Commerce</div> <div style="width: 30%;">RI Executive Office Of Health and Human Services</div> <div style="width: 30%;">Association of Independent Colleges and Universities of RI</div> </div>	<div style="text-align: center; font-size: 1.5em; font-weight: bold;">STAKEHOLDER SESSIONS</div> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 20px;"> <div style="text-align: center;">  <p>Career and Technical Education Board/Trust</p> <p>Children’s Cabinet</p> </div> <div style="text-align: center;">  <p>Public Comment</p> </div> <div style="text-align: center;"> <p>Workforce Alliance</p> <p>RI Public Expenditure Council</p> </div> </div>

WHAT POINTS US IN A NEW DIRECTION

Since taking office, the Governor has been laser focused on kickstarting the economy by investing in a demand driven workforce. Through key initiatives like Real Jobs Rhode Island, the state is aligning the delivery of workforce development services with the needs of high-wage, high-demand industries. In order to build a talented pipeline, we need to ensure that our education is also aligned and responsive to prepare the workforce for jobs now and in the future. With new programs including free PSAT and SAT exams for students attending public schools and a goal of 100% of public schools offering computer science by 2017, the preparation of a competitive workforce will begin before Rhode Islanders even enter the workforce. Yet, there is still work to be done. Detailed labor market information continues to show the misalignment between the educational requirements and skills of the workforce with the needs of employers.

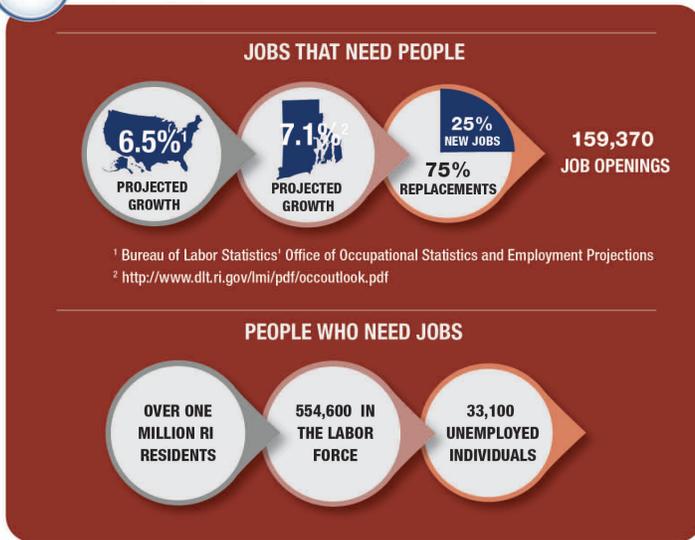
“I am excited by the progress we have made over the last year. We need to build on this momentum and pass a jobs plan that invests in helping Rhode Islanders build the skills they need to get the jobs that pay.”

- Governor Gina M. Raimondo

Relying upon the recently published report from the Brookings Institute entitled, “[Rhode Island Innovates: A Competitive Strategy for the Ocean State](#),” a newly-focused path to progress has been created. The report outlines five advanced industry and two opportunity industry growth

areas for Rhode Island to steer economic and workforce development towards opportunities in high-wage, high-demand industries.

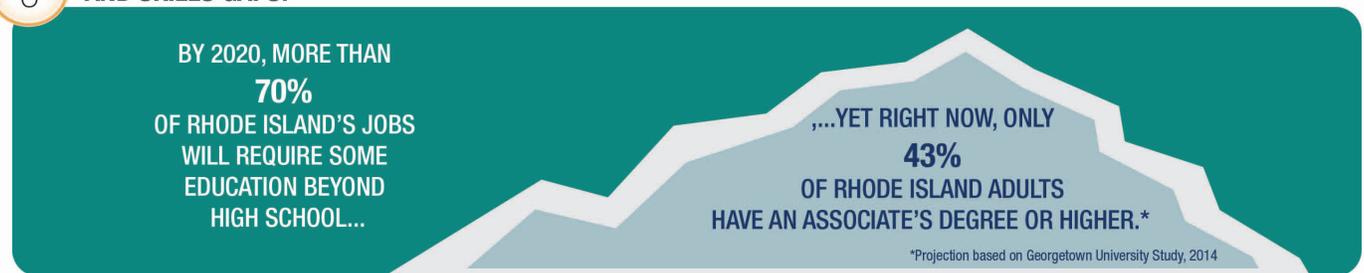
1 FIRST, WE LOOK AT A SNAPSHOT OF RHODE ISLAND'S WORKFORCE.



2 NEXT, BROOKINGS INSTITUTE OUTLINES WHICH INDUSTRIES THIS GROWTH WILL COME FROM.

GROWTH INDUSTRIES	PRIORITY AREAS
BIOMEDICAL INNOVATION	Biopharmaceuticals, medical devices, digital health
IT SOFTWARE, CYBER-PHYSICAL SYSTEMS, AND DATA ANALYTICS	Data sciences, cyber-physical systems
DEFENSE, SHIPBUILDING AND MARITIME	Submarine & boat building, ocean sciences, marine/coastal tourism
ADVANCED BUSINESS SERVICES	Back office operations
DESIGN, FOOD AND CUSTOM MANUFACTURING	Product design, food processing
ARTS, EDUCATION, HOSPITALITY AND TOURISM	Marine/coastal tourism, colleges & universities
TRANSPORTATION, DISTRIBUTION AND LOGISTICS	Grocery wholesale, warehousing & storage

3 LASTLY, LABOR MARKET INFORMATION (LMI) HELPS US BETTER IDENTIFY AND UNDERSTAND EDUCATION AND SKILLS GAPS.



BUILDING ON THE GOOD WORK TO DATE

This plan builds on the strong work over the past few years, including:

- [2016 Workforce Innovation and Opportunity Act](#)
- [2015 Comprehensive System Improvement Plan](#)
- [2014 Rhode to Work - A Legislative Action Plan](#)
- [FY2015 Unified Workforce Development and Expenditure Report](#)

Highlighted below are some of the key accomplishments since the publishing of the last Biennial Plan:

- More than 280 employer partners and over 680 individuals have completed training through [Real Jobs Rhode Island](#).
- Over 116,000 people served statewide within the workforce development system and more than 14,000 served by the GWB directly.
- One of ten states to win \$1.9M award, the New Skills for Youth grant, to support career readiness and postsecondary attainment to improve access to skills-based education and training for high-skill, well-paying careers.

“Last year, Rhode Island created more jobs than in any single year since 2000, and our unemployment rate fell more than any other state in the nation. But there is much more work to do to create growth that includes everyone.”

- Governor Gina M. Raimondo

- Secured \$6M America’s Promise Grant to support and grow regional partnerships between workforce agencies, education and training providers, and employers.
- Collectively, over 450 employers and 4,700 individuals were served through the Work Immersion and Incumbent Worker Training Grant Programs in FY2016.
- The number of students participating in Dual and Concurrent Enrollment has doubled to more than 1,000.
- The activation of the Skills Cabinet and the creation of the Career and Technical Education Board has strengthened the connection between higher education and local businesses.

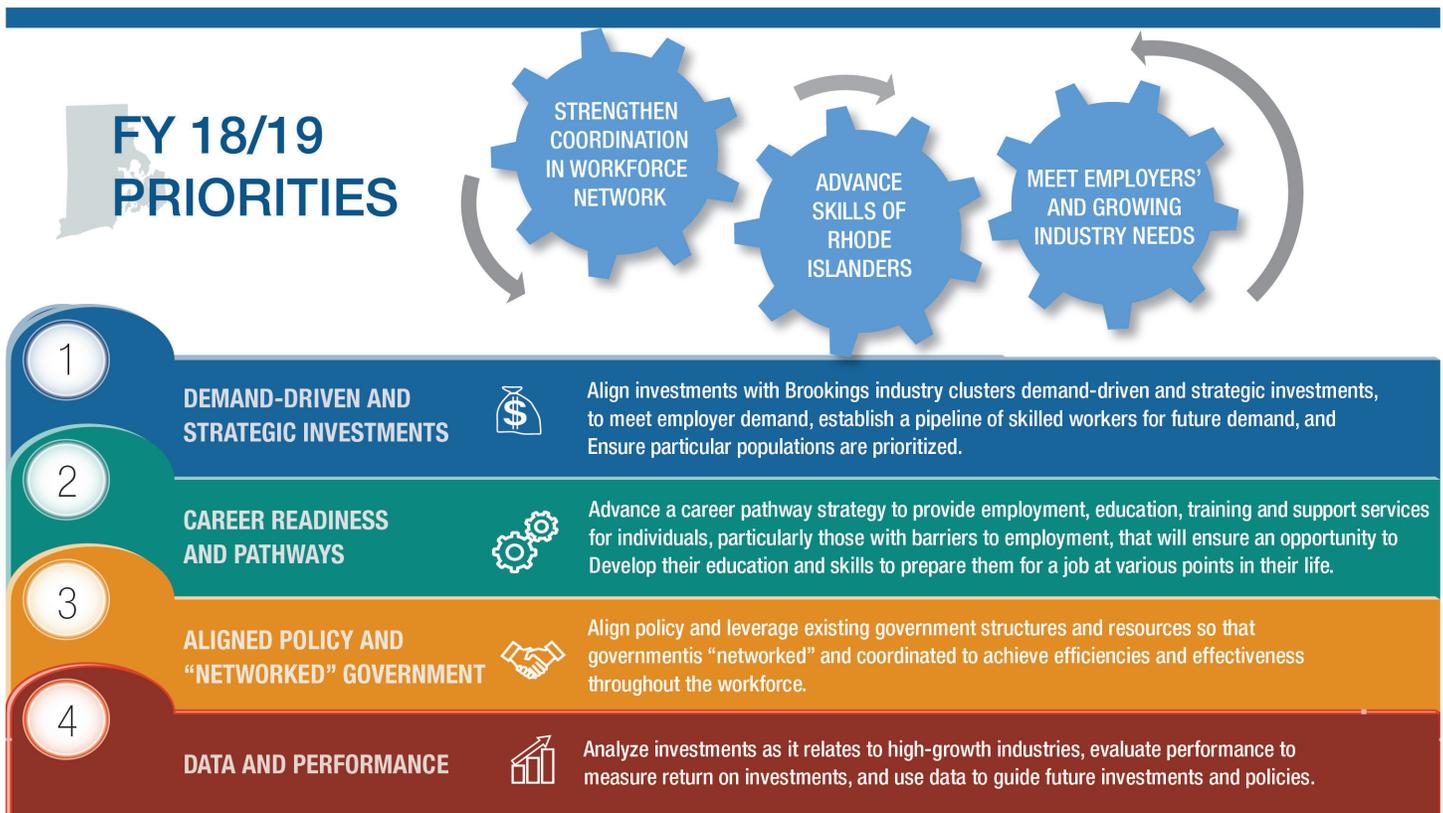
GWB FY18/19 PRIORITIES MOVING FORWARD

While the destination hasn’t changed, the path and plan to get there are coming into sharper focus. By strengthening educational programs to ensure the skills of job seekers are aligned with the needs of employers, we can be confident that we are addressing the comment most frequently heard from employers: job seekers do not have the skills necessary to fill the current job vacancies. By investing in and working alongside employers and industry, Rhode island will develop a talented pipeline to meet employer demand.

“If we remain committed to growing 21st century businesses and attracting high-wage, high-skill jobs, I am confident that we will achieve our shared goal of creating jobs and expanding opportunity for all Rhode Islanders.”

- Governor Gina M. Raimondo

Rhode Island’s economy is making significant strides. With the 2016 announced arrivals of General Electric and Johnson and Johnson, the state is realizing successes built upon the good work to date. Moving forward, a clear vision for each priority and quantifiable, achievable goals shows that the path to workforce development and success in Rhode Island is more attainable than ever.



LETS GET TO WORK

The GWB is a hub for streamlining workforce efforts, but the work cannot be accomplished alone. There must be continued engagement and alignment from all partners focused on strengthening the workforce development system.

Each bit of input is incredibly valuable, as planning moves toward action and implementation. To read more on the support of the plan and input received, please look at the [feedback](#) we received.

A plan is only as good as the people who see it through to implementation. This plan paves the path, but a shared sense of urgency and commitment to helping all Rhode Islanders succeed is vital to ensure a stronger workforce and a thriving economy. As the governor says, the best words to hear are, "I got the job!"

Thanks,



Heather Hudson
GWB Executive Director

"Creating a pipeline of educated and skilled workers is one of the most important things we can do over the long-term to attract business to Rhode Island."

- Governor Gina M. Raimondo

GWB BOARD MEMBERS

Mike Grey, Chairperson

Vice President of Operations, North East Region, Sodexo School Services

Stefan Pryor, Vice Chair

Secretary of Commerce

Scott Jensen

Director, RI Department of Labor and Training

Suzanna Alba

Director of Alumni Affairs & College Relations,
Rhode Island College

Mario Bueno

Executive Director, Progreso Latino

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of Plumbers and Pipefitters

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Assistant Administrator, N.E. Laborers
Labor-Management Coop. Trust

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Executive Director, Center for Southeast Asians

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Business Relations Supervisor, DHS/Office of
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and Secondary Education

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President, Rhode Island AFL-CIO

Nina Pande

Executive Director, Federal Hill House

Susan Rittscher

President & CEO, Center for Women and Enterprise

Bahjat Shariff

Vice President of Operations, Howley Bread Group

Janet Raymond

Chair, Providence/Cranston Workforce
Investment Board

Martin Trueb

Vice President & Treasurer, Hasbro



Governor's Workforce Board Rhode Island

Today's Vision...Tomorrow's Opportunity



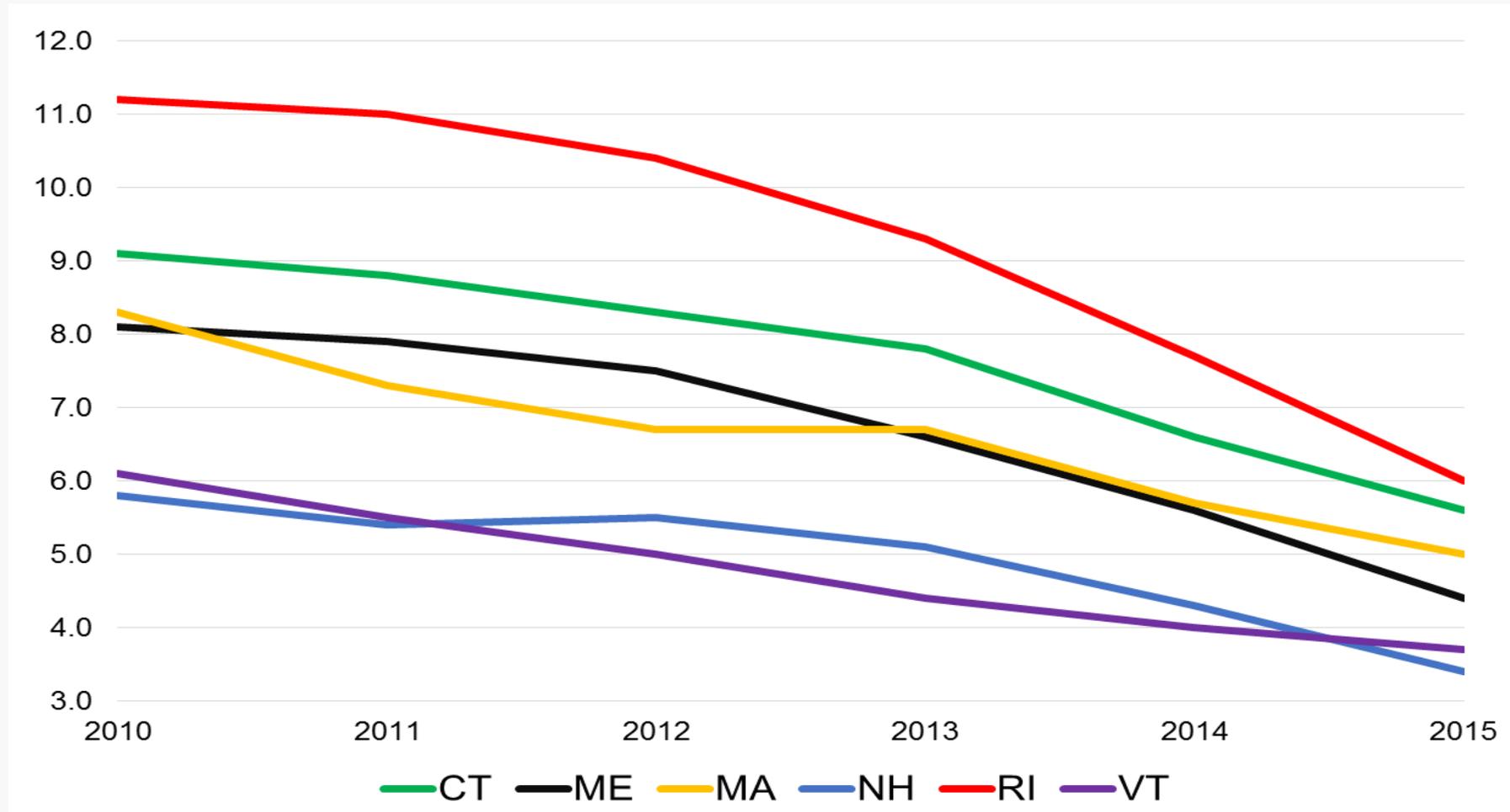
GOVERNOR'S WORKFORCE BOARD – RI **Biennial Plan FY18-FY19**

FY18-19 Biennial Plan Outline



HOW IS **RHODE ISLAND'S** ECONOMY AND WORKFORCE DOING?

The Good News: Rhode Island's economy is bouncing back

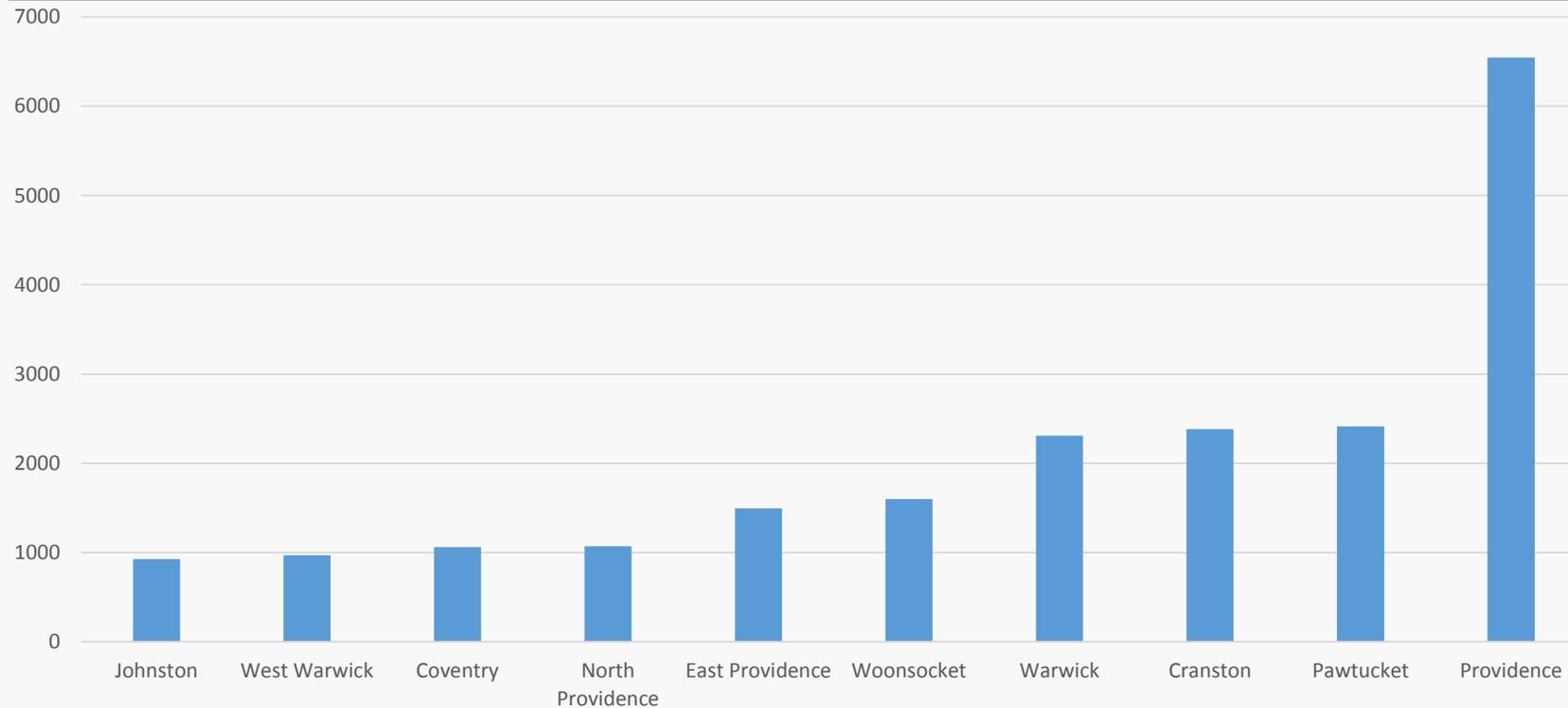


Seasonally Adjusted Unemployment Rates August 2016	
RI	5.6
MA	3.9
CT	5.6
ME	4.0
NH	3.0
VT	3.3

The Bad News: Thousands of **Rhode Islanders** are still unemployed or underemployed



Resident Unemployment (2016)



Average unemployment rates	
Youth 16-19	20%
Latinos	11%
People with a disability	12%

Source: Current Population Survey.
 September 2016 is October 2015-September 2016 12-month average.
 **Asian & Disability rates are 2015 Annual Average from American Community Survey
 *Based on 2016 BLS data and 2010-2014 census data

...and employers in **Rhode Island** still struggle to find qualified workers

- Nearly 60% of Rhode Island employers surveyed report having a very hard time filling vacancies in high-skill positions.
- The two greatest barriers employers face in hiring middle and high-skill positions are lack of job-specific technical skills and lack of relevant work experience.
- The #1 request from surveyed employers is to strengthen educational programs that prepare students for jobs and careers in high-demand occupations and industries.

Snapshot: Defense Sector

- 66% of RI companies doing business with the Department of Defense see expansion opportunities
 - 91% of companies have difficulty hiring to support their workforce needs
 - Largest workforce needs are supporting undersea technology and cybersecurity

In order to make Rhode Island competitive and continue improving the economy, we must focus on specific high-growth, high-wage industries. Brookings identified the following target areas:

Opportunity



Transportation, Distribution, and Logistics



Arts, Education, Hospitality, and Tourism

Advanced



Defense Shipbuilding and Maritime



IT-Software, Cyber-Physical Systems, and Data Analytics



Biomedical Innovation



Advanced Business Services



Design, Food, and Custom Manufacturing

Example:

Cluster is growing: Expected compounded annual growth rates within the biomedical innovation cluster:

- Drugs for neurological disorders: **8.5%**
- Medical devices: **7.5%**
- Clinical healthcare IT technologies: **16.1%**

Cluster supports good jobs: Almost 50% of jobs in the biomedical innovation cluster are good-paying.

The jobs in high-growth, high-wage industries will require more technical skills & advanced degrees

By 2020, more than 70% of Rhode Island's jobs will require some education beyond high school, yet right now, only 43% of Rhode Island adults have an associate's degree or higher.*

Title	2014	2024	Most Frequent Education Requirement
	Average Employment	Projected Employment	
Management	25,719	27,743	Bachelor's
Business and Financial Operations	25,983	29,230	Bachelor's
Computer and Mathematical	13,892	16,131	Bachelor's
Architecture and Engineering	7,708	8,304	Bachelor's
Education, Training, and Library	32,125	33,411	Bachelor's
Healthcare Practitioners and Technical	36,274	39,675	Bachelor's or Higher

*Projection based on Georgetown University Study, 2014

Even today we can see a skills gap by looking at the open jobs and job-seekers

Labor Supply & Demand by Major Occupational Division

<u>Occupational Group</u>	<u>Job postings</u>	<u>Unemployed</u>
Management	1,355	729
Life, Physical, & Social Science	102	54
Business & Financial Operations	655	328
Education, Training, & Library	465	221
Protective Service	211	77
Sales & Related	1,620	412
Architecture & Engineering	329	76
Healthcare Support	1,031	219
Computer & Mathematical	911	169
Legal	121	22
Healthcare Practitioners & Technical	2,458	193

For some occupational groups - mostly in STEAM - there are up to twelve times as many job postings than there are qualified unemployed workers.

WHAT ROLE DOES THE **GOVERNOR'S WORKFORCE BOARD** PLAY IN THIS EFFORT?

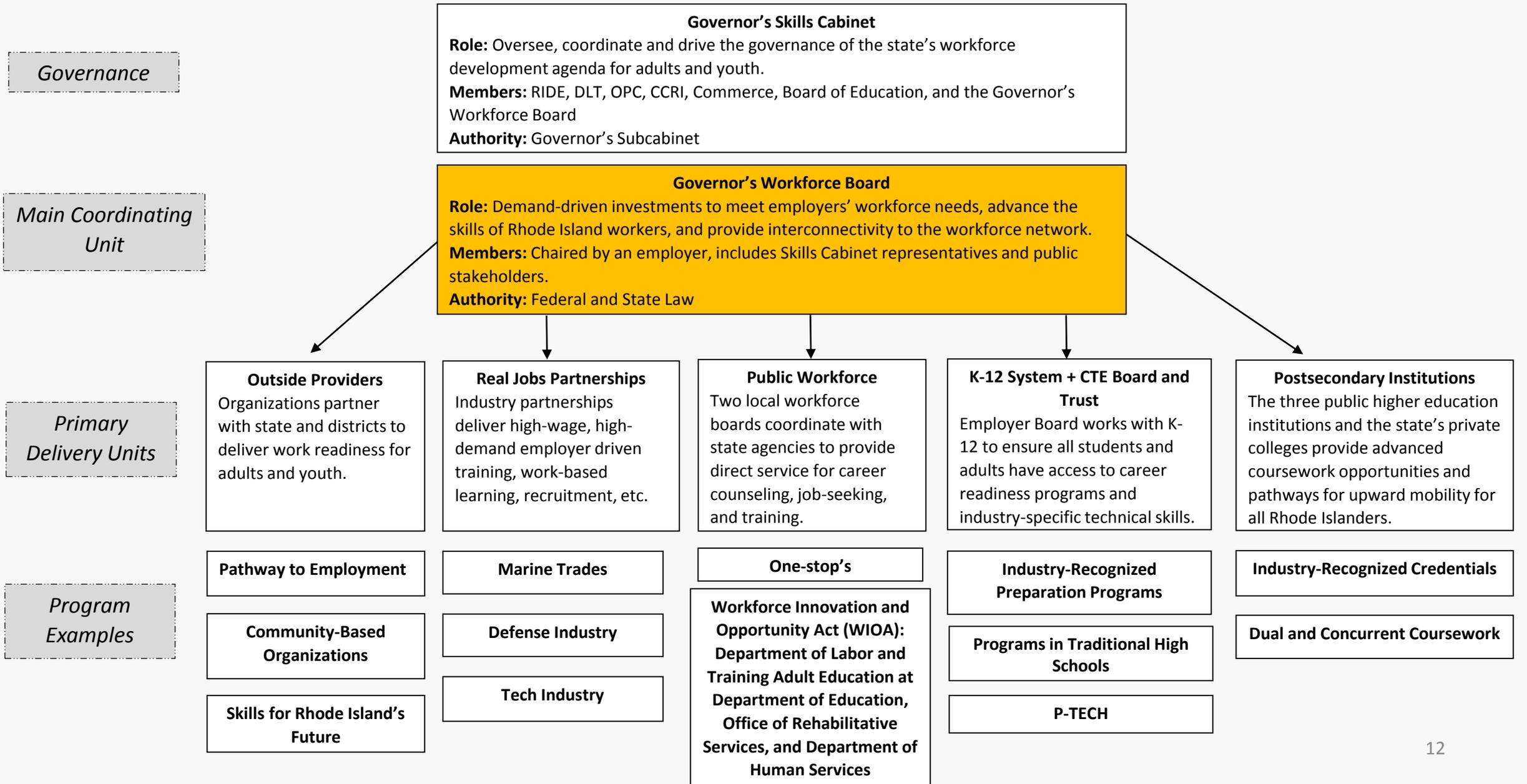
The Governor's Workforce Board serves as the State and Federal Workforce Board

According to RI General Law, Title 42-102... the Governor's Workforce Board serves *"...as the primary policy-making body on workforce development matters for the State of Rhode Island, with statutory responsibility and authority to plan, coordinate, fund and evaluate workforce development activities in the state."*

The GWB consists of 21 members representing business, labor, education, community, and government who establish workforce development policy and plans, and allocate state Job Development Funds (JDF).

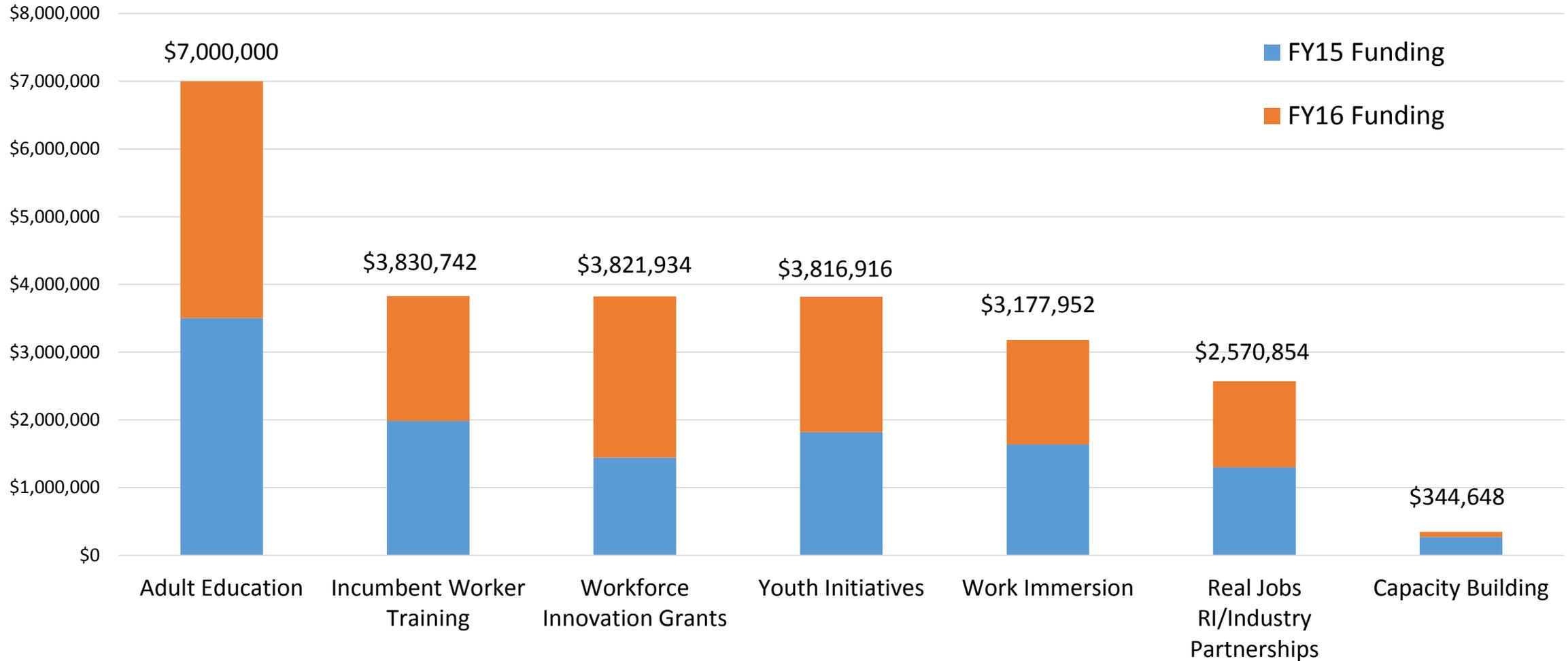
GWB members also serve as the State Workforce Investment Board to oversee the federal Workforce Innovation and Opportunity Act.

Rhode Island's Demand-Driven Workforce Delivery Map



The Governor's Workforce Board invests in ALL Rhode Islanders

FY15-16 JDF Funds Awarded by Program



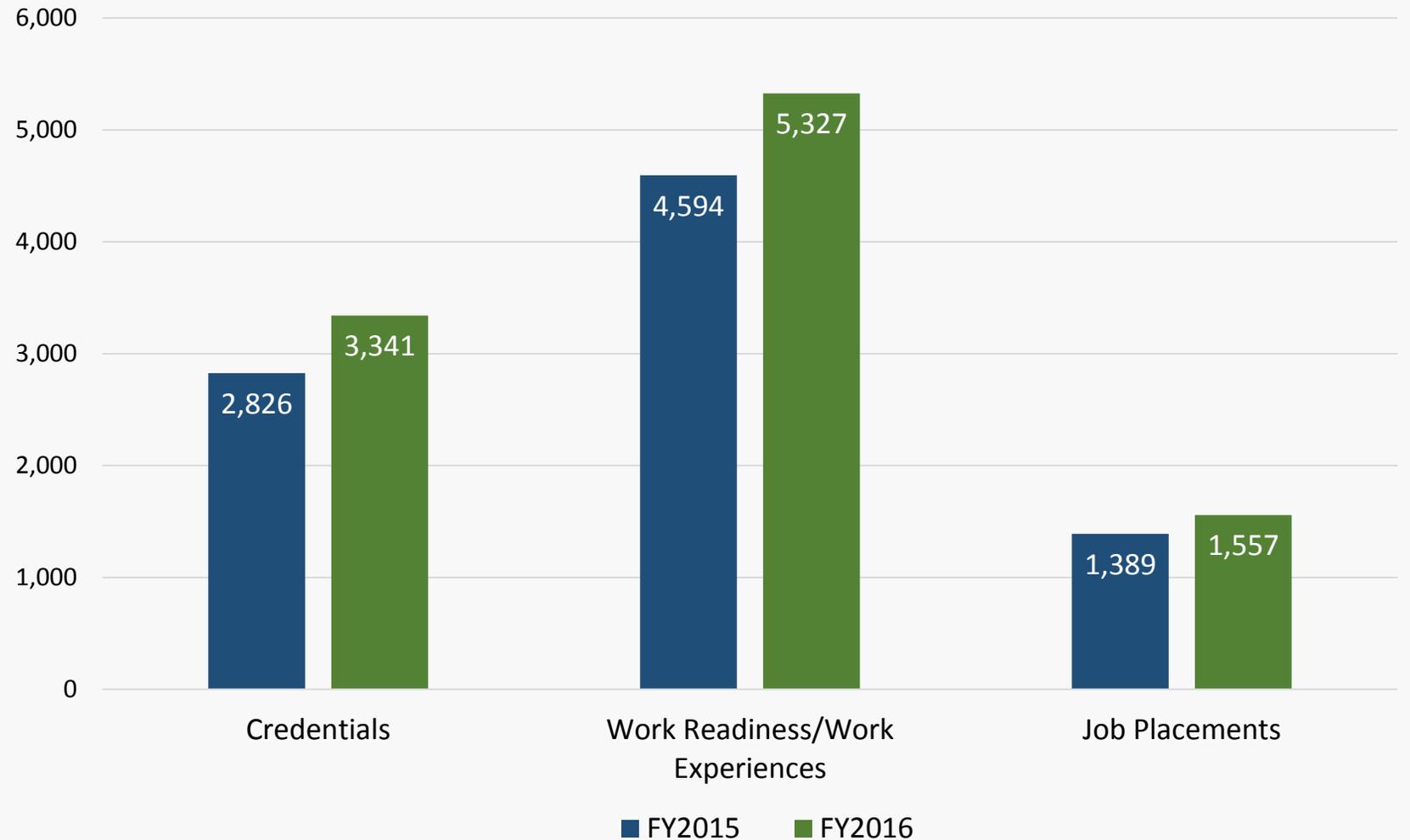
We've made great progress over the past two years to help people get jobs and meet employer's labor needs

25,489

Individuals served by JDF funds from FY15-FY16

\$24.6 M

JDF Funds Awarded from FY15-16



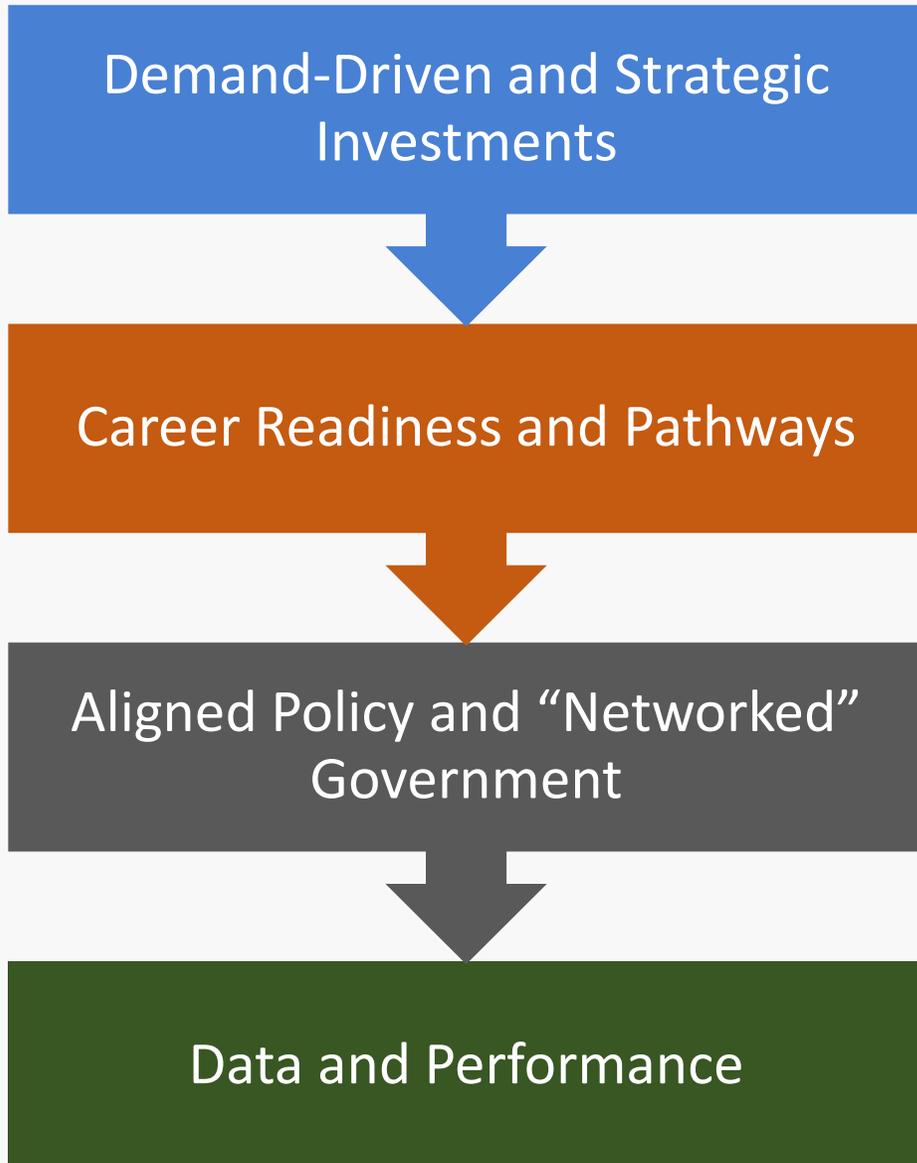
We are building off recent plans to inform our current and future priorities

The Governor's Workforce Board's Biennial Action Plan for FY18-FY19 can build on recent plans that highlight the skills gap, call for action to respond to employer's needs, and invest in creating career pathways for youth and adults:

- Workforce Innovation and Opportunity Act (2016)
- Comprehensive System Improvement Plan (2015)
- RI Senate's "Rhode to Work" Action Plan (2014)



Now, we must execute and use the right tools to get us there



1. **Align investments with Brookings Industry clusters to make demand-driven and strategic investments** that meet employer demand, establish a pipeline of skilled workers for future demand, and ensure particular populations are prioritized.
2. **Advance a career pathway strategy** to provide employment, education, training and support services for youth and adults, particularly those with barriers to employment, that will ensure an opportunity to develop their education and skills to prepare them for a job at various points in their life.
3. **Align policy** and leverage existing government structures and resources so that government is “networked” and coordinated to achieve efficiencies and effectiveness throughout the workforce system.
4. **Analyze** investments as it relates to high-growth industries, evaluate performance to measure return on investments, and use data to guide future investments and policies.



Demand-Driven and Strategic Investments

Real Jobs Rhode Island (RJRI) is a vehicle through which the state can focus on these high-growth, high-wage industries



PLAN

- 1** Identify and/or create sector and strategic partnerships
- 2** Grow partnerships in size, scope, and capacity
- 3** Attach partnerships to the education and workforce network
- 4** Sustain and enhance partnerships to reach industry scale

GOALS



Employers are provided the workforce they need to thrive and compete



Job Seekers are connected to, and prepared for, quality employment opportunities



Rhode Island's economy is powered by a workforce development system that is a true asset to employers

KEY DIFFERENTIATORS



Flexible and continuous funding mechanisms



Comprehensive cross-agency linkages



Systems change and catalytic investments



Integrating state and federal workforce investments

RJRI partnerships, with industry at the table, are working to make targeted job placements to meet employer demand



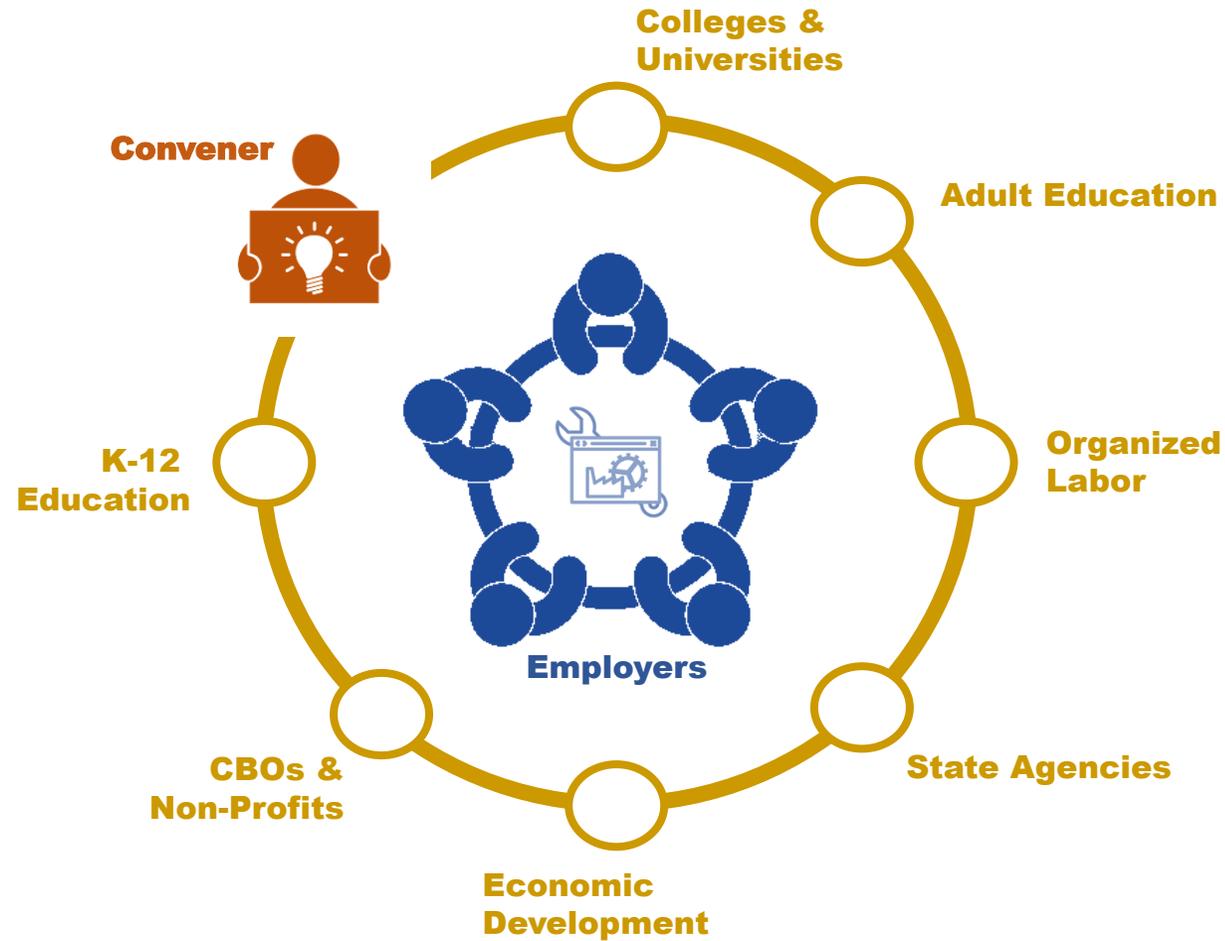
NAICS CODE TITLE	Real Jobs RI SECTOR Crosswalk	NAICS Ten-Year Job Growth* (Growth Only)	NAICS Ten-Year Growth %	Most Annual Job Openings^ (Growth + Replacement)	Mean Annual Wage+
'Healthcare & Social Assistance'	Healthcare	13,852 (1 st)	17.2%	<ul style="list-style-type: none"> Registered Nurses (413) Nursing Assistant (388) 	\$75,510 \$28,390
'Accommodation & Food Service'	Hospitality	5,419 (2 nd)	12.3%	<ul style="list-style-type: none"> Waiters/Waitresses (535) Food Preparation and Serving (527) 	\$20,220 \$19,520
'Professional, Scientific, and Technical Services'	Information Tech. MedicalTech. Defense Healthcare Finance & Insurance	4,528 (3 rd)	21.1%	<ul style="list-style-type: none"> Software Developer- Systems (79) Computer User Support Specialists (40) 	\$107,280 \$50,790
'Construction'	Construction	4,248 (5 th)	26.6%	<ul style="list-style-type: none"> Carpenters (147) Construction Laborers (100) Electricians (80) 	\$44,040 \$38,730 \$50,580
'Manufacturing'	Manufacturing Marine Trades Defense	4,062 (6 th)	10.3%	<ul style="list-style-type: none"> Team Assemblers (115) Helpers- Production (70) Machinists (61) 	\$27,690 \$22,910 \$42,440
'Finance & Insurance'	Finance & Insurance	1,640 (10 th)	7.0%	<ul style="list-style-type: none"> Accountants & Auditors (166) Financial Analysts (51) 	\$77,180 \$74,070
'Transportation & Warehousing'	Marine Trades	1,235 (13 th)	12.6%	<ul style="list-style-type: none"> Freight, Stock, and Material Movers (208) Packers & Packagers (91) Heavy Truck Drivers (78) 	\$27,830 \$21,340 \$41,130

*= Source: RI DLT Labor Market Information 2012-2022 Industry Projection. Other Industries: 4. Administrative & Waste Services (4498), 7. Retail Trade (3680), 8. Management of Companies (2687), 9. Self-Employed or Unpaid Family Workers (2025), 11. Arts, Entertainment, and Recreation (1512), 12. Education (1422)

^= Source: RI DLT Labor Market Information. 2012-2022 Occupational Projection. <http://www.dlt.ri.gov/lmi/proj/occprojocc.htm>. Ten Year Projection / 10

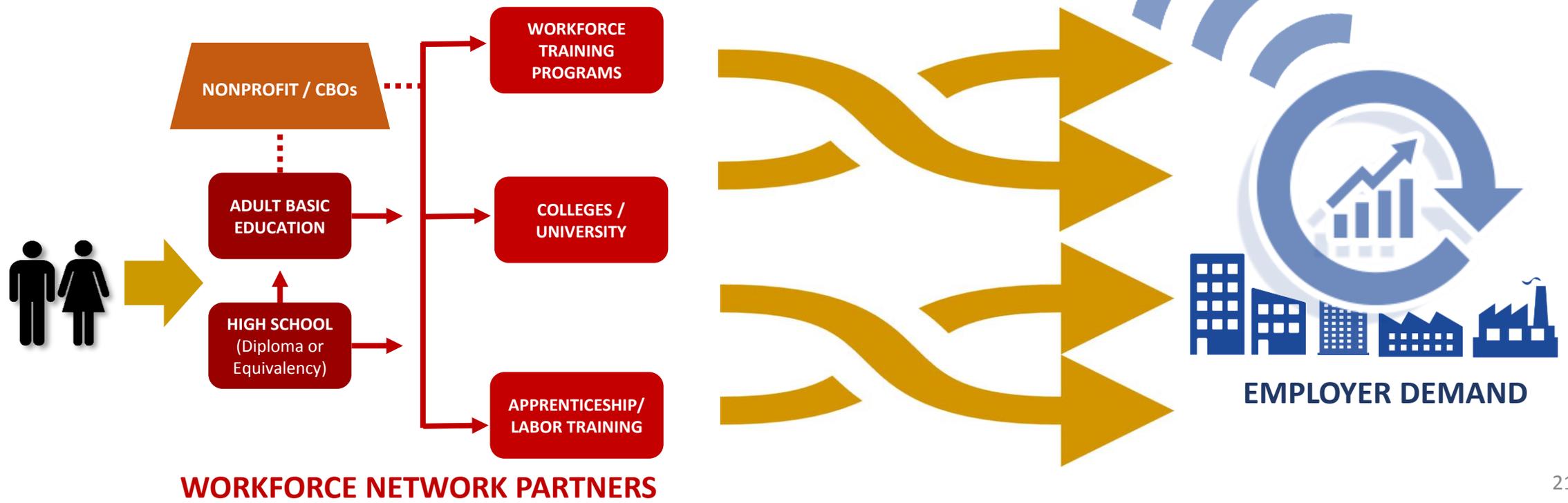
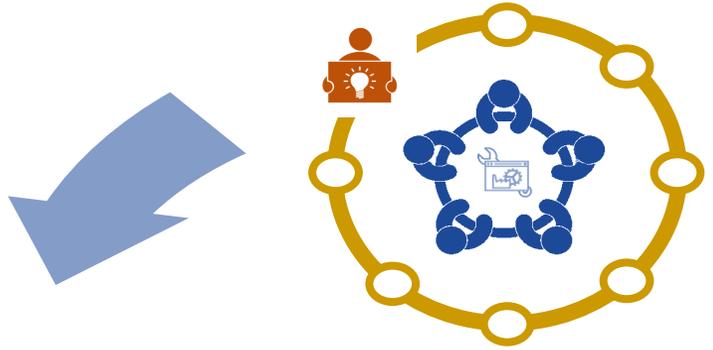
+ = Source: US Bureau of Labor Statistics. Occupational Employment Statistics – Rhode Island. <http://www.bls.gov/oes/home.htm>

Sector/Strategic Partnerships serve as the foundation of Real Jobs Rhode Island (RJRI)



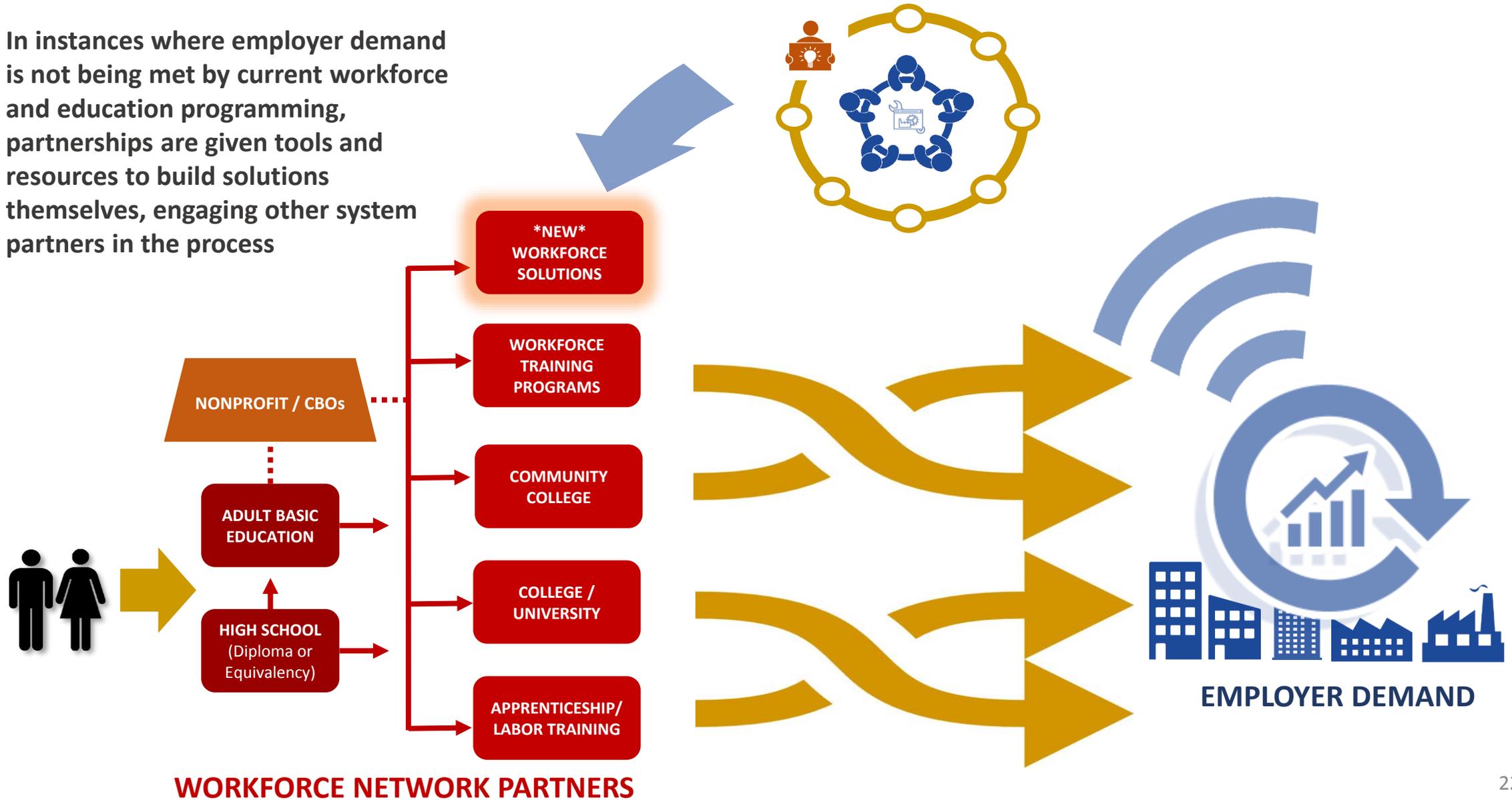
Partnerships help to inform or improve the programs we *HAVE*...

Partnerships accumulate and disseminate real time industry intelligence regarding employer demand and expectations to help inform and improve current workforce and education programs



...and design/develop the programs we *NEED*.

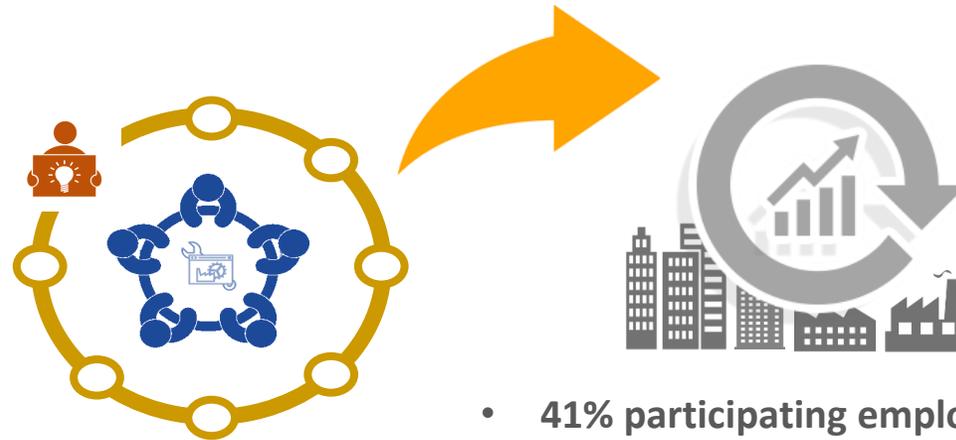
In instances where employer demand is not being met by current workforce and education programming, partnerships are given tools and resources to build solutions themselves, engaging other system partners in the process



Why demand-driven? Why Sector Partnerships? (2013 Analysis by NGA & The Woolsey Group)

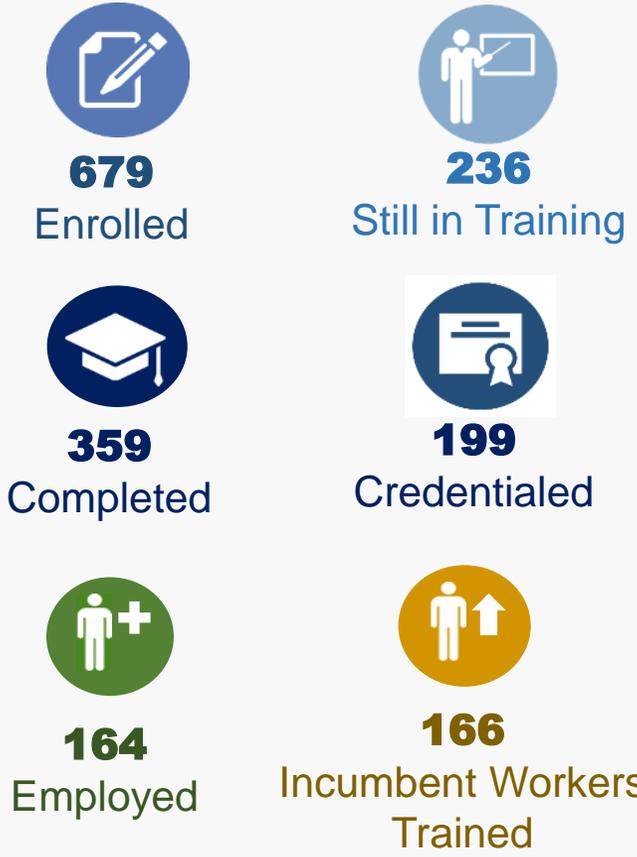
Industry Partnership models address the common needs of employers and develop coordinated solutions that benefit workers

- 48% worker participants exited poverty
- 18% reported higher earnings
- Participants were more likely to work in a job that provided benefits (Healthcare, 401K)



- 41% participating employers report reduction in *turnover*
- 84% participating employers report significant increases in productivity
- 100% employers report participation was valuable from a Human Resource perspective

RJRI shows promising early signs that individuals are being prepared for high-skilled jobs and that employer demand is being met (data as of 9/30/2016)



- ### Systems Change
- Development of new Banking and Commercial lending curriculum at URI
 - Development of new *rapid* Cyber-security certification program at CCRI
 - Development of 'Community Health Worker' certification program at RIC

Top Industries

<u>EMPLOYED</u>		<u>INCUMBENT WORKERS TRAINED</u>	
	DEFENSE 47		FINANCE 47
	CONSTRUCTION 29		CONSTRUCTION 30
	HEALTHCARE 21		MANUFACTURING 34



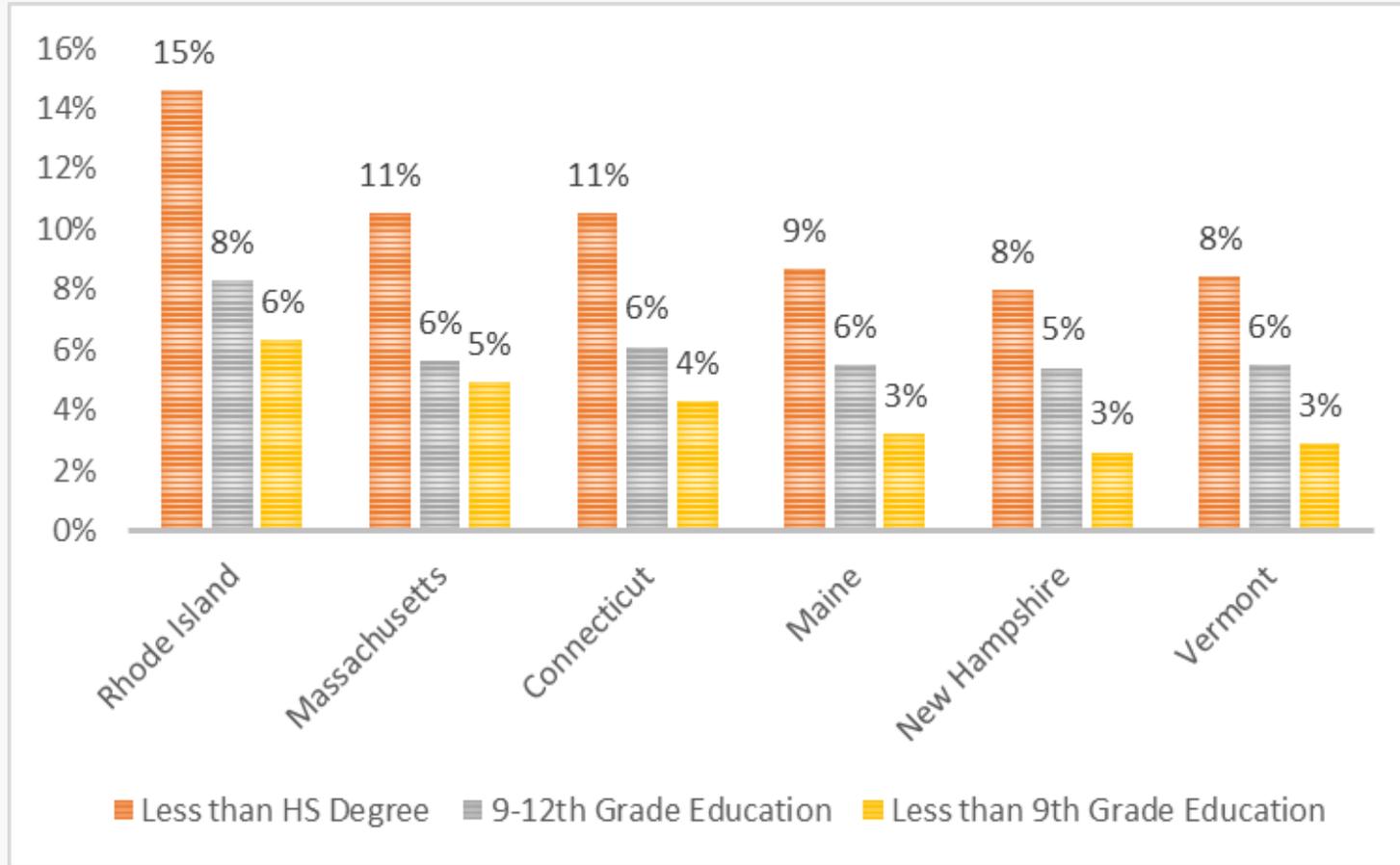
Aligned Career Pathways for Youth and Adults

A Career pathway is...

.... a series of connected education and training strategies programs/services that provide rigorous and high quality education/training for youth and adults that...

- Aligns with the skill needs of industries in the State/Regional economy;
- Prepares an individual to be successful in any of a full range of postsecondary education options, including apprenticeships;
- Includes education offered concurrently with, and in the same context as workforce preparation activities;
- Organizes education, training, and other services to meet the particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable;
- Allows for multiple entry points and multiple exit points for all youth and adults to help an individual enter and advance within a specific occupation or occupational cluster.

Rhode Island has a high percentage of adults without a high school diploma who are looking for work.



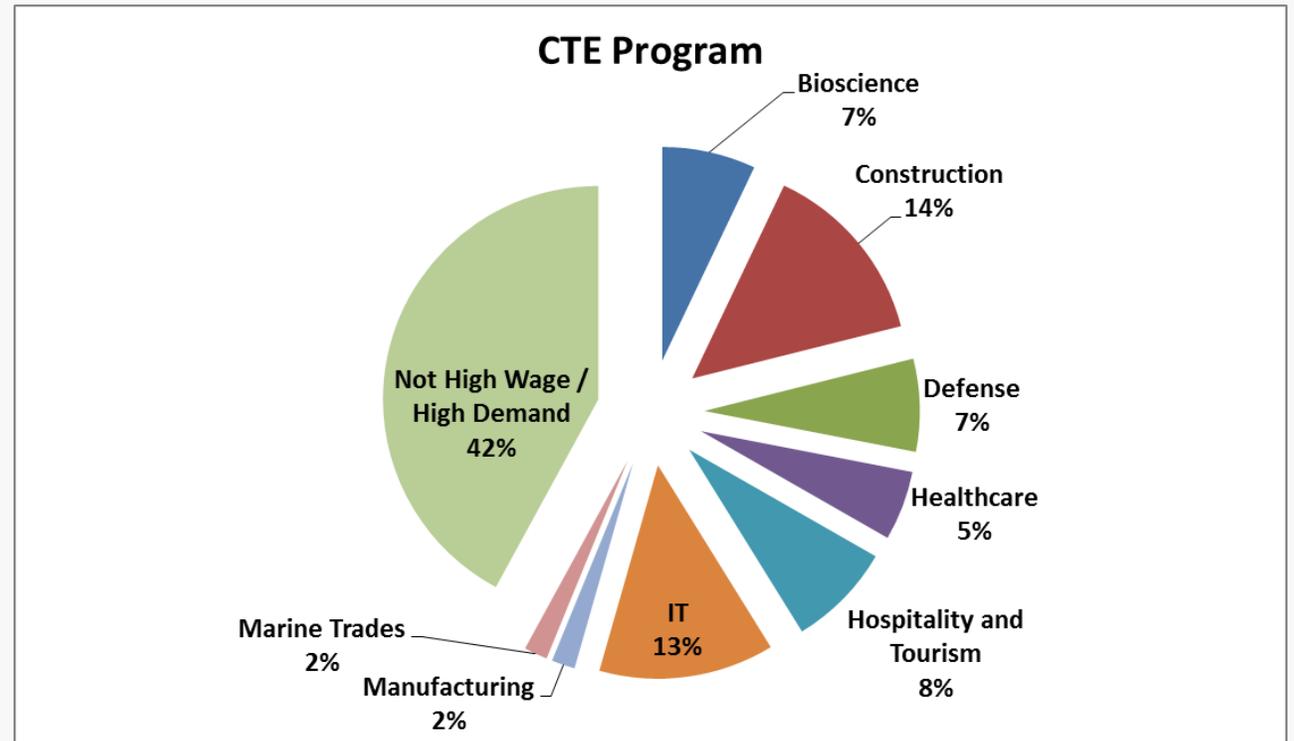
Almost half of enrolled learners increased their education levels, and 1,797 adult learners exited unemployment

But only about 7% of adult learners are GED ready and only 35% of RI's adult learners are currently employed

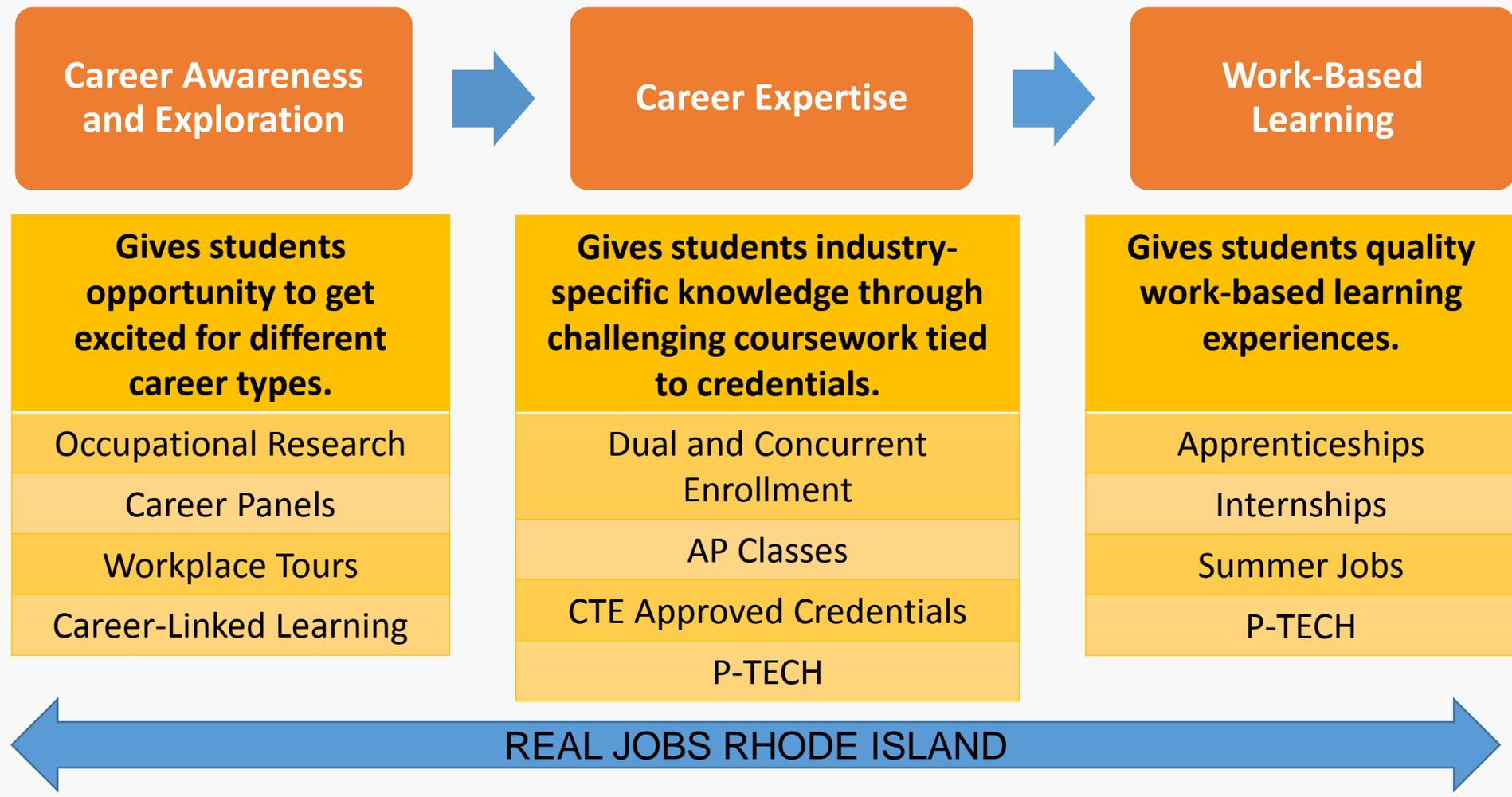
Also, more than half of RI's adult learners identify as Hispanic/Latino, often seeking out ESL services in addition to increased literacy and job training

Rhode Island also has a high percentage of youth who are not career ready and lack job-specific skills.

- Unemployment rates for youth ages 16-19 are more than double the rate for the whole state (5.5% moving average compared to nearly 20% for youth).
- Approximately 27% of Rhode Island's graduating class completed high-quality career pathways through a Career and Technical Program.
- And at least 40% of existing career pathway programming (CTE) isn't in high-wage, high-demand sectors.

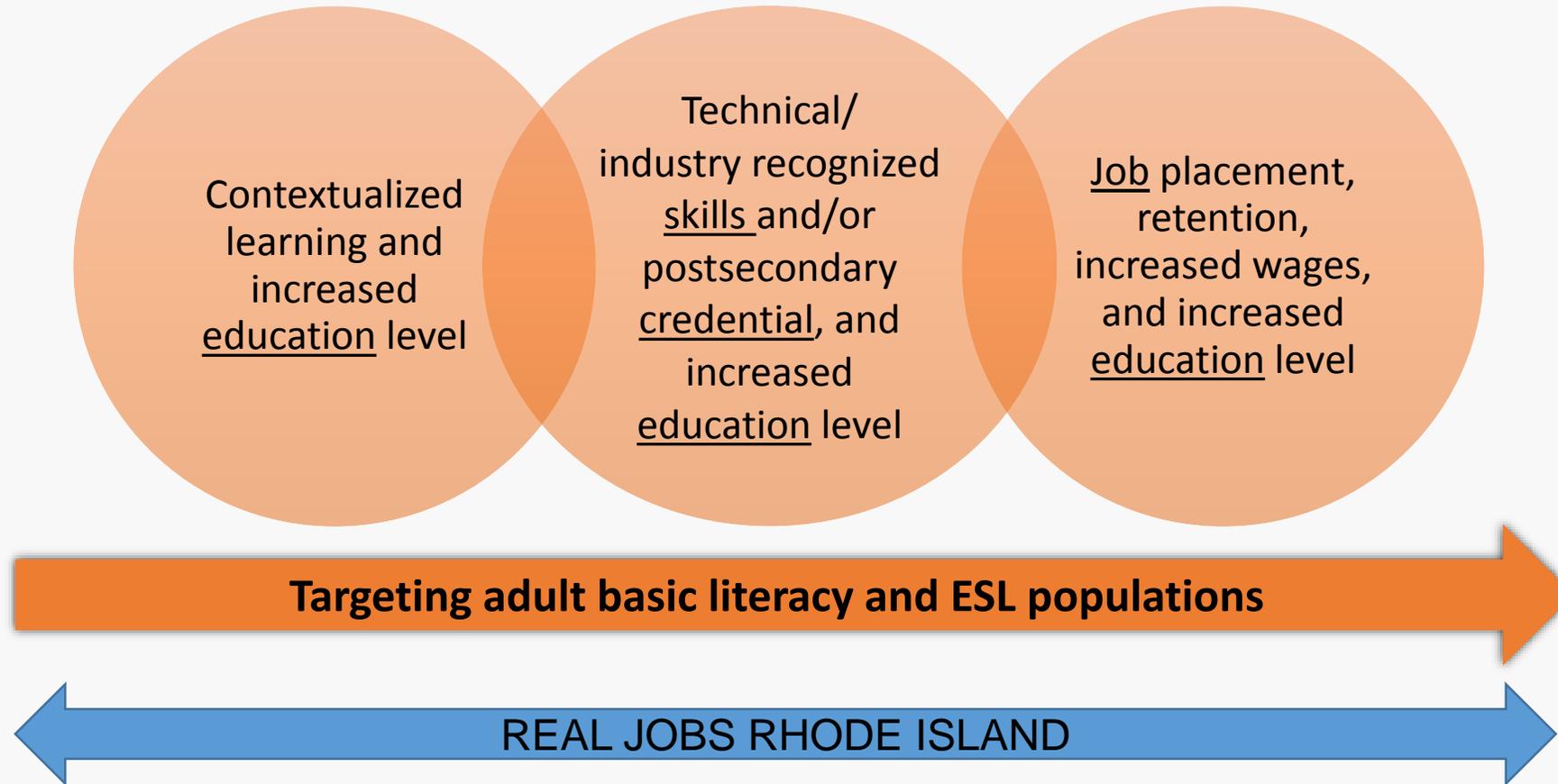


We need to support a career pathway for youth and young adults in K-12 and college to ensure students are “career ready”



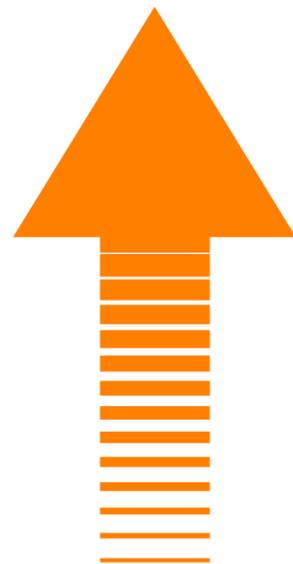
- Comprehensive: Support services are provide all along the way to increase college and career readiness
- Mixed-delivery system: Schools and industry both have a variety of options for ways to engage
- Multiple entry and exit points: Students can easily access and take advantage of different types of engagement
- Employer/industry driven: Career education is responsive to the needs of growing industries and employers

We need to support a career pathway experience for adults who may be in-between jobs, and/or who are obtaining additional education.



- Comprehensive: Support services including career counseling, child care, transportation, etc. are easily connected to education and work-based learning
- Employer/Industry driven: Career education is responsive to the needs of growing industries and employers
- Multiple entry and exit points: Adults can easily access and take advantage of programming/services to meet them where they are in life (evening/online classes, stipends, etc.)
- Mixed-Delivery system: Community-based partners and industry both have a variety of options for ways to engage

And, we need to make sure the pathway is reflective of a demand-driven approach to ensure jobs are available after training.

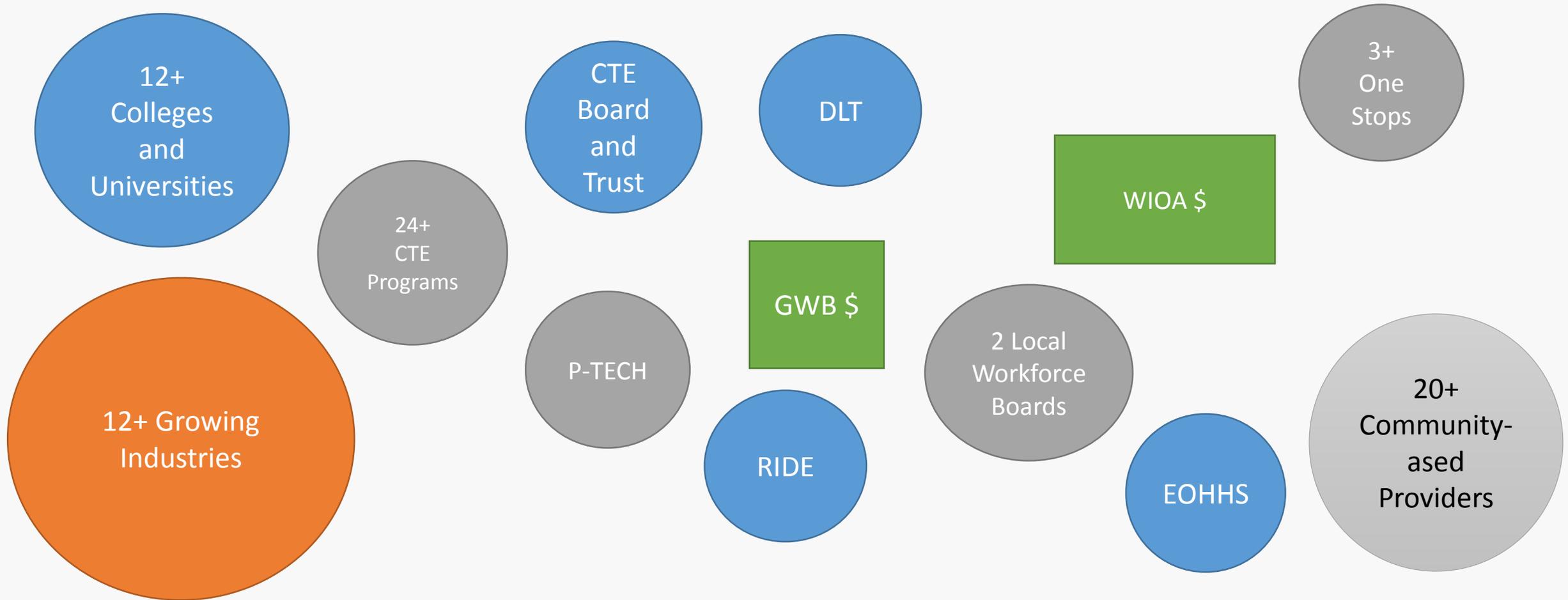


	1,079 TOTAL JOB POSTINGS	PRODUCTION	QUALITY ASSURANCE	MAINTENANCE
BA/BS (4 YRS)	353 JOB POSTINGS IN THE LAST 3 MONTHS	Industrial Production Managers; Manufacturing and Sales Engineers; Cost Estimators 32 JOB POSTINGS IN THE LAST 3 MONTHS \$27.23 to \$42.82 HOURLY RATE	Industrial Engineers 127 JOB POSTINGS IN THE LAST 3 MONTHS \$30.75 to \$44.69 HOURLY RATE	Electrical and Mechanical Engineers 194 JOB POSTINGS IN THE LAST 3 MONTHS \$31.83 to \$46.99 HOURLY RATE
ASSOCIATE DEGREE (2 YRS)	29 JOB POSTINGS IN THE LAST 3 MONTHS	Mechanical Drafters 29 JOB POSTINGS IN THE LAST 3 MONTHS \$19.75 to \$28.99 HOURLY RATE	No high-growth jobs at the associate degree level in this pathway	No high-growth jobs at the associate degree level in this pathway
CERTIFICATE OR DIPLOMA (1-2 YRS)	242 JOB POSTINGS IN THE LAST 3 MONTHS	Production Supervisors; Welders; CNC Machine Tool Programmers 242 JOB POSTINGS IN THE LAST 3 MONTHS \$17.79 to \$27.62 HOURLY RATE	No high-growth jobs at the certificate level in this pathway	No high-growth jobs at the certificate level in this pathway
HIGH SCHOOL OR GED	455 JOB POSTINGS IN THE LAST 3 MONTHS	Machinists; Production Workers; Tool and Die Makers 253 JOB POSTINGS IN THE LAST 3 MONTHS \$13.84 to \$21.85 HOURLY RATE	Quality Control Technicians 66 JOB POSTINGS IN THE LAST 3 MONTHS \$13.00 to \$24.01 HOURLY RATE	Millwrights; Maintenance Supervisors; Maintenance Assistants; Industrial Mechanics; Operations Specialists; Installation, Machinery and Maintenance Workers 136 JOB POSTINGS IN THE LAST 3 MONTHS \$15.84 to \$26.23 HOURLY RATE

SOURCE: Job postings data comes from Burning Glass Labor/Insight job postings 7/1/15 through 9/30/15, discounted by 20 percent to account for possible duplication. All other data is from EMSI Analyst from 2013-2014. Numbers are not guarantees of job placement.

Aligned Policy/Networked Government and Data/Performance

We already know Rhode Island has a fragmented workforce system

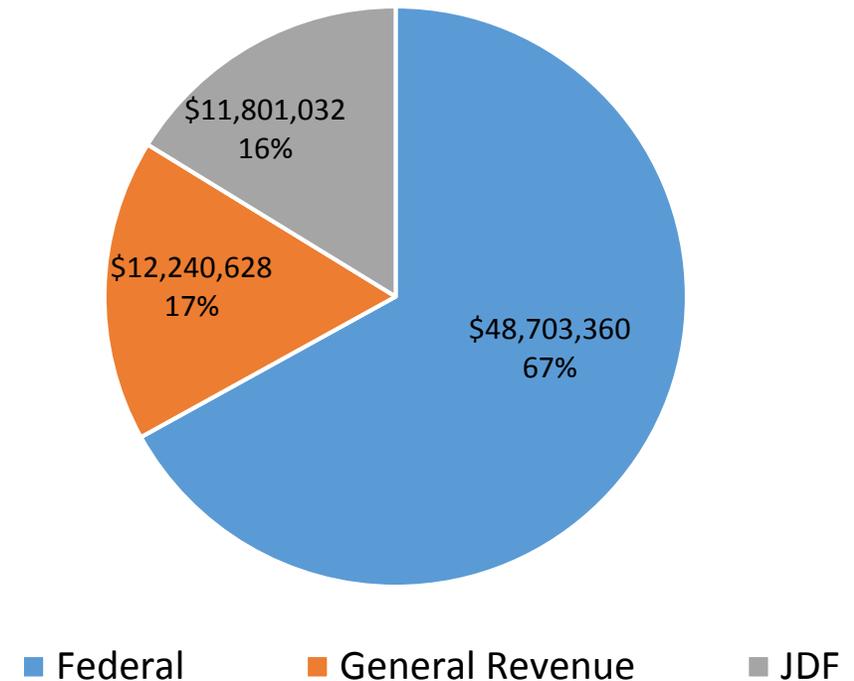


For the average job-seeker in Rhode Island we must make an easy path for them to find a job, sign-up for training, or receive career counseling support.

Looking at the entire state workforce network, it's clear there is a significant opportunity to coordinate and leverage investments.

FY15 Workforce Development Outcomes	
Participants Served	116,000+
Participants Trained	35,000
Entered Employment	19,000
Received Work Readiness Training	14,000
Credentials Obtained	4,400

RI Workforce Development Expenditures by Funding Source (FY15)

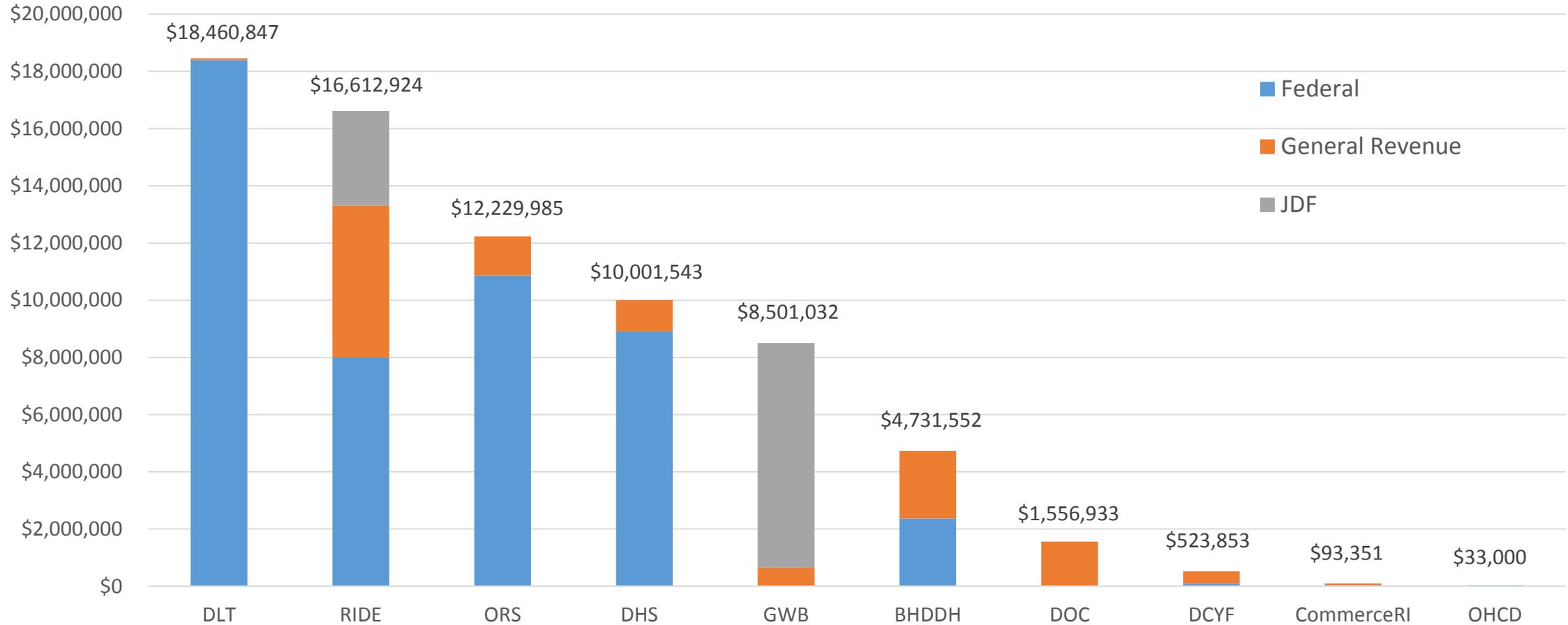


Important Context for Interpreting Data

- Outcome measure definitions vary among reporting agencies
- The state has not yet adopted a unified definition of a Workforce Development Program
- Agencies may report on outcome measures that correlate with different budget timelines

With various agencies playing their part to help individuals develop skills and secure jobs.

RI Workforce Development Expenditures by Agency (FY15)



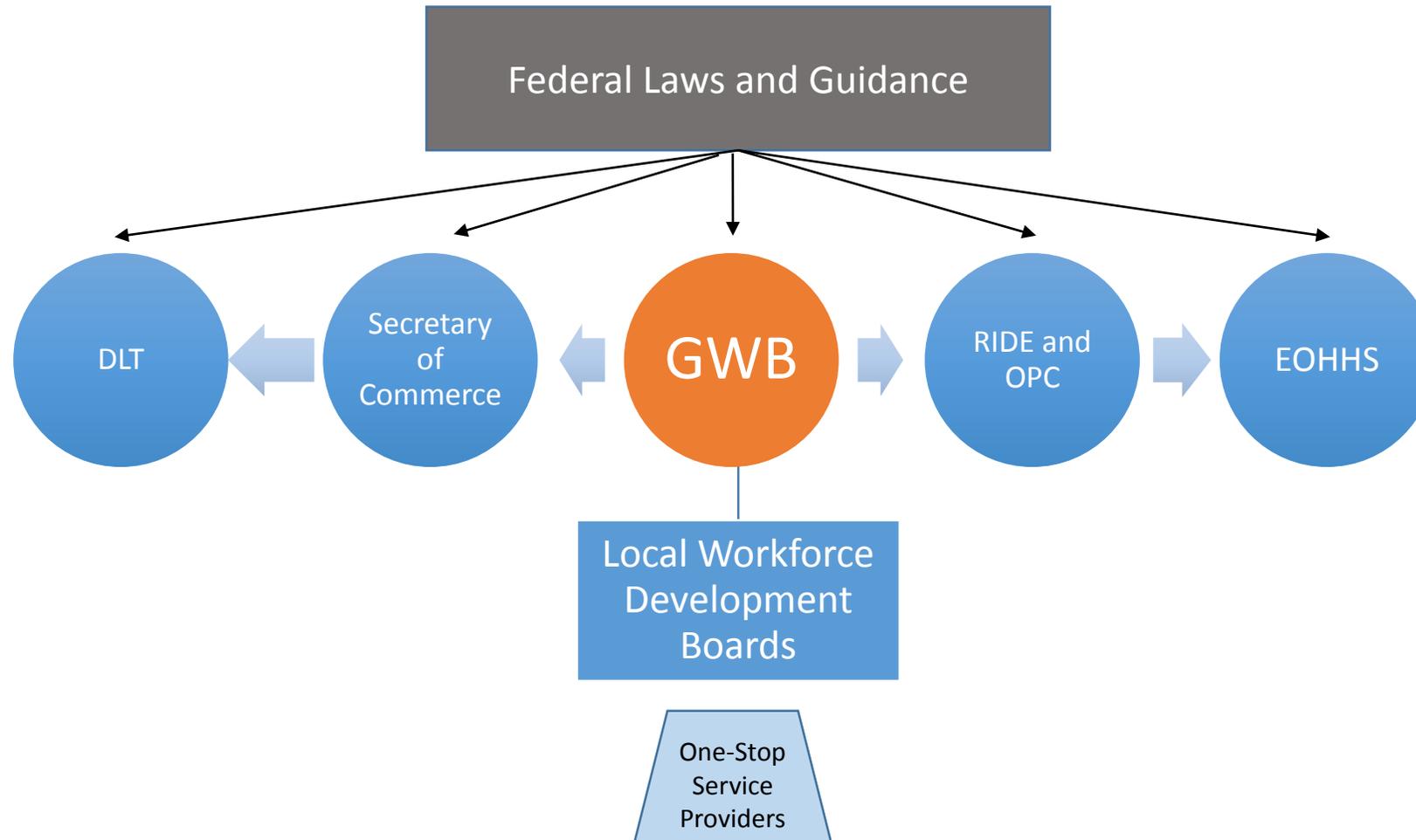
Link to the full version of the FY15 UEP Report: [FY2015 Unified Workforce Development Expenditure and Program Report](#)

While we can attempt to make a system... a more realistic approach is to coordinate the various entities and reinforce a “networked” approach



The GWB serves as the coordinating hub on all things workforce-related horizontally across the state

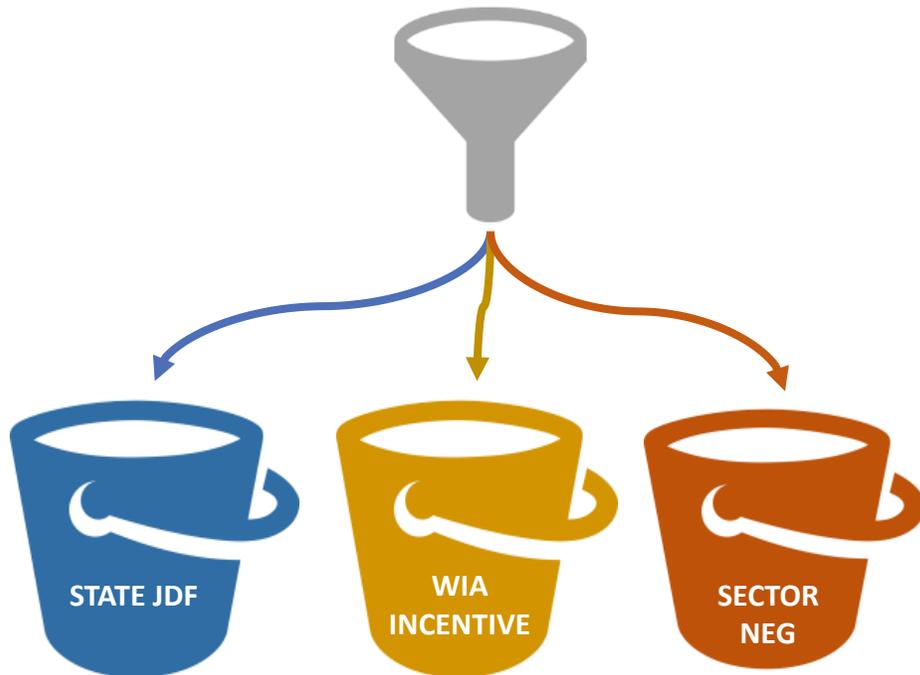
And, the GWB serves to guide workforce funding and policy by way of the U.S. Department of Labor to align vertically



And we are on the verge of some exciting opportunities...



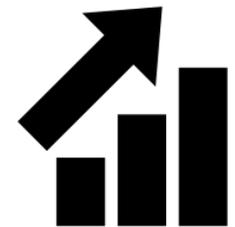
Real Jobs Rhode Island is innovating by **braiding funding**.



The reauthorization of the Workforce Innovation and Opportunity Act (WIOA) directs the Governor's Workforce Board to guide policy and work towards **increased coordination**:

- LEAN and streamline customer service
- Aligning planning processes both at the state and local level
- Improved case management and coordinated service delivery
- Implementing data sharing agreements and acquiring shared/common data systems

The GWB has partnered with outside vendors to analyze various **workforce data** and present information online in an easy to access dashboard.



Governor's Workforce Board Biennial Plan Priorities FY18-19

Proposed Biennial Plan Priorities FY18-19

Demand-Driven and Strategic Investments

1. Continue to support and invest in growing industry and sector-driven training through Real Jobs Rhode Island and Incumbent Worker Training.
2. Expand Real Jobs Rhode Island to make strategic connections with K-12 and specific adult populations.
3. Leverage employer support for work-based learning experiences like summer youth employment.
4. Engage with and serve as liaison to small and mid-size employers to connect with industry and/or inform of state workforce resources.

Career Pathways for Youth and Adults

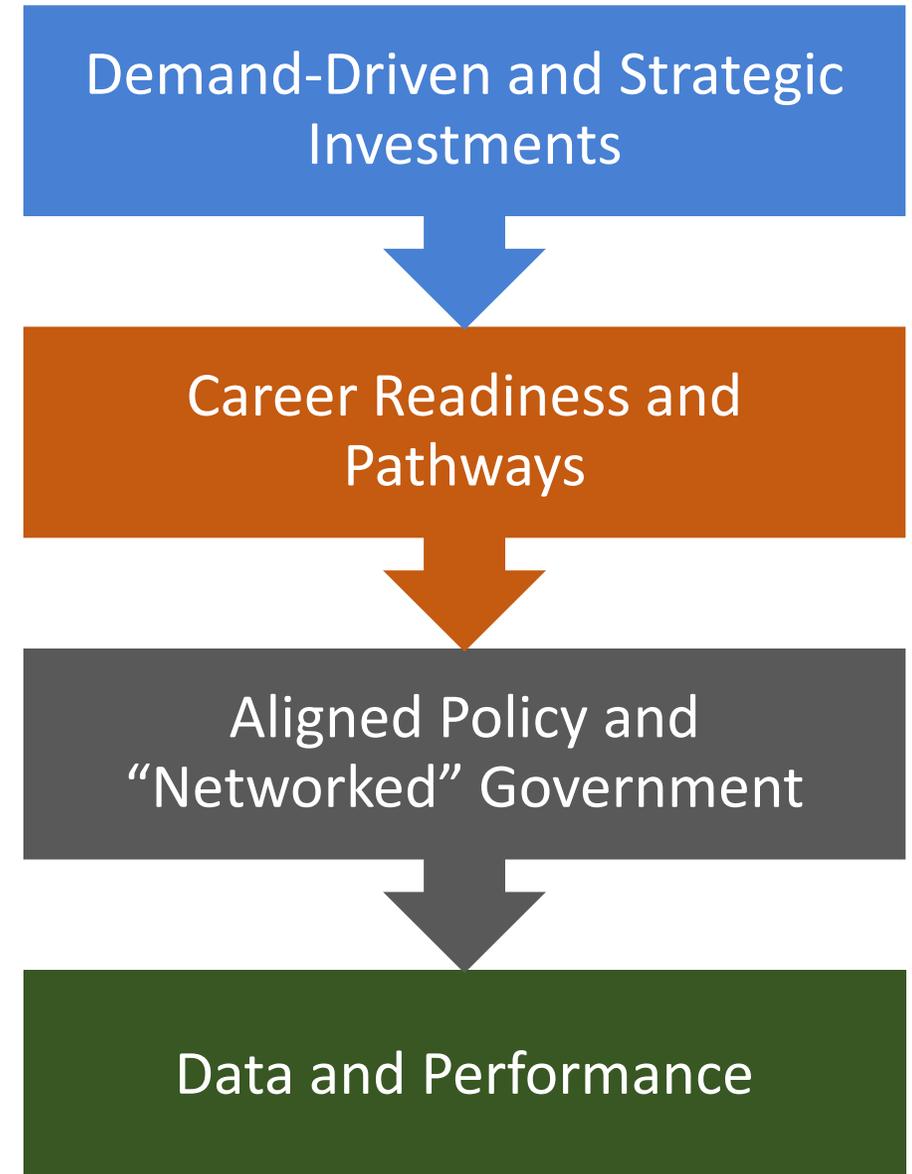
1. Support implementation of the New Skills for Youth Action Plan six objectives that include strengthening employer engagement in K-20, promoting quality career pathways for all students, and scaling pathways that culminate in credentials of value.
2. Ensure adult education programs meet target population (ESL, etc.) and are contextualized so adults increase education AND are connected to post-secondary/industry credential and/or job.
3. Conduct analysis of summer youth employment and other work-based learning programs to determine strategies for a more demand-driven approach, aligned with growing industry.

Aligned Policy and “Networked Government”

1. Establish a statewide common assessment policy for adult basic education, work readiness, English proficiency, skills gap, and others.
2. Conduct LEAN process with state agencies to streamline client experience, establish common standards around client intake, and service referrals.
3. Re-brand the GWB and implement a coordinated marketing campaign to communicate to the public that Rhode Island is hiring.

Data and Performance

1. Begin to transform the Unified Expenditure Program Report (UEP) and program performance into online dashboards for the public to access.
2. Begin to integrate state workforce outcomes for non-GWB programs (Adult Education, DHS, etc.) into regular Strategic Investment Committee meetings for performance review
3. Establish a unified definition of what the state should count and consider a workforce development program for purposes of the UEP.



FY18-FY19 Priorities: Demand-Driven and Strategic Investments

Vision

Implement a demand-driven, sector-based strategy, based on Brookings Industry clusters, to meet employer demand and establish a pipeline of skilled workers for future demand.

Goals

- Employers are provided the workforce they need to thrive and compete.
- Job Seekers are connected to, and prepared for, quality employment opportunities
- Rhode Island's economy is powered by a workforce development system that is a true asset to employers.

Proposed Action Steps

1. Continue to invest and support growing industry and sector-driven training - including small to mid-size businesses- through Real Jobs Rhode Island and Incumbent Worker Training.
2. Expand Real Jobs Rhode Island to make strategic connections with K-12 to reach youth and young adult populations.
3. Engage and connect with growing industry and employers, developing a workplace connection and aligning training and skills with specific job needs to expand opportunities for work-based learning experiences like summer youth employment and apprenticeship programs.

FY18-FY19 Priorities: Career Pathways for Youth and Adults

Vision

Advance a career pathway strategy to provide employment, education, training and support services for individuals, particularly those with barriers to employment, that will ensure an opportunity to develop their education and skills to prepare them for a job at various points in their life.

Goals

- Adults seeking increased education and jobs can easily find and connect to a continuum of training, education, work experience, and supportive services.
- Youth and young adults have access to career awareness and exposure, work-based learning experiences, and job-specific technical skills before graduating from high school.

Proposed Action Steps

1. Support implementation of the New Skills for Youth Action Plan six objectives that include strengthening employer engagement in K-20, promoting quality career pathways for all students, and scaling pathways that culminate in credentials of value.
2. Ensure adult education programs support target populations (ESL, etc.) and are contextualized so adults increase education AND are connected to post-secondary/industry credential and/or job.
3. Conduct analysis of summer youth employment and other work-based learning programs to determine strategies for a more demand-driven approach, aligned with growing industry that enables youth and young adults to develop skills and advance a career pathway.

FY18-FY19 Priorities: Aligned Policy and Networked Government

Vision

Align policy and leverage existing government structures and resources so that government is “networked” and coordinated to achieve efficiencies and effectiveness throughout the workforce system.

Goals

- Employers can easily find and connect to a continuum of services and incentives to support recruitment, training, and more without bureaucratic red tape.
- Job Seekers can easily find and connect to a continuum of training, education, work experience, and supportive services without burdensome processes.

Proposed Action Steps

1. Establish a statewide common work-readiness assessment policy for adult basic education, work readiness, English proficiency, skills gap, and others.
2. Conduct LEAN process with state agencies and better coordinate communication and data between various stakeholders to enhance the client experience, establish common standards around client intake, and service referrals.
3. Implement a coordinated marketing campaign to communicate to the public that Rhode Island is hiring.

FY18-FY19 Priorities: Data and Performance

Priority Strategy

Use data to inform policy-making decisions, guide investments and evaluate performance to measure return on investments.

Goals

- The public can easily access and monitor state and federal workforce investments/expenditures
- The public can easily access and monitor state and federal workforce-related outcomes.

Proposed Action Steps

1. Begin to transform the Unified Expenditure Program Report (UEP) and program performance into online dashboards for the public to access.
2. Begin to integrate state workforce outcomes for non-GWB programs (Adult Education, DHS, etc.) into regular Strategic Investment Committee meetings for performance review and analysis to determine gaps, duplication, etc.
3. Establish a unified definition of what the state should consider a workforce development program and develop common performance measures for the state.

Previous Biennial Plan Priorities and Progress Made FY16-17

Progress: Employer Partnerships



Private Sector Champions

- Engagement of 280+ employer partners through Real Jobs RI
- Employer Advisory Committee promoted workforce development services with employers

Connect Job Seekers with Job Openings

- New strategic platforms: *Platform to Employment* and *Skills for Rhode Island's Future*
- Unemployed adults and recent college graduates get “a foot in the door” through Work Immersion
- The Whitehouse designation of RI as a TechHire Region to recruit, train and hire historically underserved populations in tech jobs

Incumbent Worker Training

- Addition of new sector-wide Incumbent Worker Training opportunities through Real Jobs RI
- New business-friendly online application with applications now accepted on a rolling basis



Youth Engagement

- Expansion of the Work Immersion Program to include Career and Tech students
- Creation of a CTE Pilot Program, utilizing four Career and Tech schools after hours to provide pre-employment training for out-of-school youth (18-24 years old)
- GWB leading Governor's New Skills For Youth Action plan by re-convening Career Pathways Advisory Committee

Inclusive Work Readiness Resources

- Workforce Innovation Grants and Adult Education programs continue to support contextualized instruction in basic math and literacy skills, high school equivalency, ESL etc.

Work Readiness Credential

- Implemented National Career Readiness Credential to pilot through a federal grant to create a unified work-ready curriculum and credential.

Internships

- Work Immersion provide paid internships for College students, CTE students, and Unemployed Adults
- Several RJRI partnerships and Workforce Innovation Grantees include paid internships.

Progress: Career Pathways



Dual Enrollment

- Rhode Island has more than doubled the number of students who participate and complete dual and concurrent coursework
- Over 1,000 students are earning postsecondary credentials (industry certificates, AP, Dual and Concurrent Enrollment) in high schools for FREE

Apprenticeships

- Secured \$5M Apprenticeship RI grant to increase the adoption of apprenticeship in non-traditional occupations
- Continued funding and promotion of GWB Non-Trade Apprenticeships

Seamless Demand-Driven Career Pathways

- Resource Hub RI created to support Adult Career Pathways
- P-TECH at Westerly, Newport, and Providence with over 100 students enrolled to support Youth Career Pathways
- GWB leading Governor's New Skills For Youth Action plan
- Staff turnover of GWB Career Pathways Coordinator

Instructional Support for High Wage Jobs

- Real Jobs partners coordinating with RIDE and to support job placements in high demand, high wage sectors
- CTE Board and Trust are aligning CTE curriculum and credentials with industry

Progress: Workforce System Integration



Cabinet-Level Engagement

- Development of the Skills Cabinet
- Creation of the CTE Board to strengthen the connection between higher education and local businesses to improve career and technical education in RI

Alignment of Planning, Funding and Reporting

- Biennial Plan priorities aligned with the federal Workforce Innovation Opportunity Act (WIOA)
- Real Jobs Rhode Island is braiding federal funding with state funding

Business Services

- Co-location of Business Workforce Center staff at Commerce RI and DLT to better align and inform employers of business service opportunities
- Real Jobs RI employer champions continue to promote demand-driven workforce initiatives to other RI employers



Governor's Workforce Board
Rhode Island

Today's Vision...Tomorrow's Opportunity



GOVERNOR'S WORKFORCE BOARD – RI
Stakeholder Engagement and Feedback
Biennial Plan FY18-FY19

Broad Stakeholder Engagement for Plan Development, Input, and Feedback

OVER 500 PEOPLE ENGAGED

GWB RETREAT

OVER 100 PARTICIPANTS

US Department of Labor
Education Exchange
Rhode Island College
RI Public Expenditure Council
General Assembly
CCRI
Economic Progress Institute
RI Department of Human Services
RI Department of Education
Local Workforce Boards
Real Jobs RI Partners
RI Commerce Corporation
Chamber of Commerce
RI Executive Office Of Health and Human Services
Association of Independent Colleges and Universities of RI

ENGAGEMENT AND FEEDBACK

Career and Technical Education Board/Trust

Children's Cabinet



Workforce Alliance

RI Public Expenditure Council



Public Comment

Stakeholder Feedback: Key Themes



STAKEHOLDER KEY THEMES

WHAT STAKEHOLDERS LIKE ABOUT THE PLAN...

“This is a working plan that allows for inclusion.”

“The plan showcases transparency and is data driven.”

HOW THE PLAN SUPPORTS STAKEHOLDER WORKFORCE DEVELOPMENT EFFORTS...

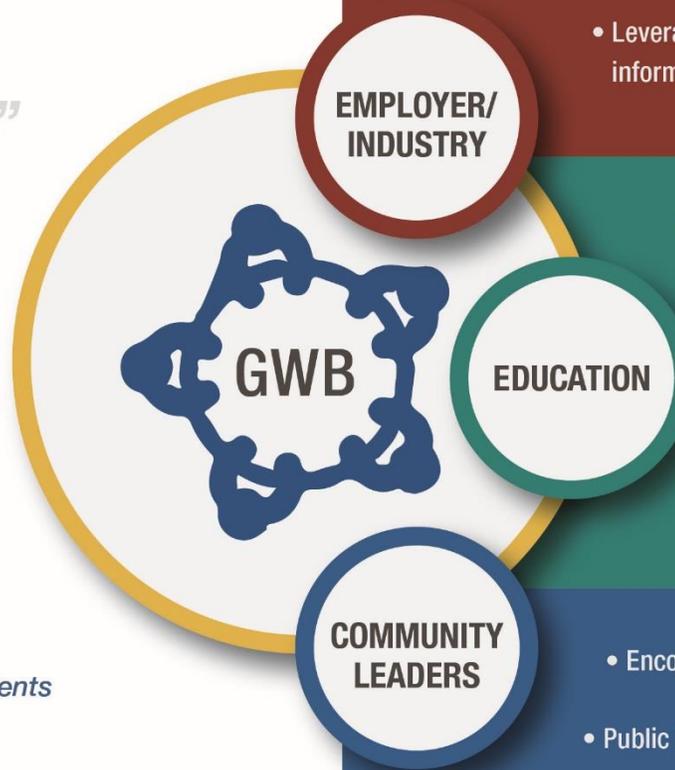
“The plan is strong in marrying the needs of employers and job seekers/residents.”

“The plan is a single, focused plan that provides both alignment and data.”

THINGS TO CONSIDER MOVING FORWARD...

“...need more actual businesses at schools to talk to students and parents directly. People don't know of the value - awareness is critical.”

“Would like to see more emphasis on adult education and an integration with Real Jobs RI.”



- Ensure job seekers have quality education and technical skills necessary for the job.
- Make small and medium sized businesses aware of how GWB offerings can help.
- Expand learn and earn opportunities, including internships and apprenticeships.
- Leverage industry expertise and Labor Market Information to better inform workforce efforts.

- Showcase how curriculum can align clear pathways with the skills employers need.
- Increase parental involvement.
- Encourage parents to see Career and Technical Education as a viable pathway to college and employment.
- Greater employer engagement in education.

- Encouraged by inclusion of programs for adult learners.
- Public libraries are a key resource for job seekers.
- Ensure job seekers have access to support services i.e. child care, transportation.
- Need to consider social and emotional support for education and development.



STAKEHOLDER FEEDBACK

“The plan outlines the right “pillars” for the public workforce system and provides strategies for ensuring adults as well as youth have opportunities and pathways to family sustaining jobs.”

-The Rhode Island Workforce Alliance

“The GWB Plan provides strategic direction to help inform the development of our specific programs and promotes alignment within the public workforce and education systems.”

-Participant, CTE Stakeholder Feedback Session



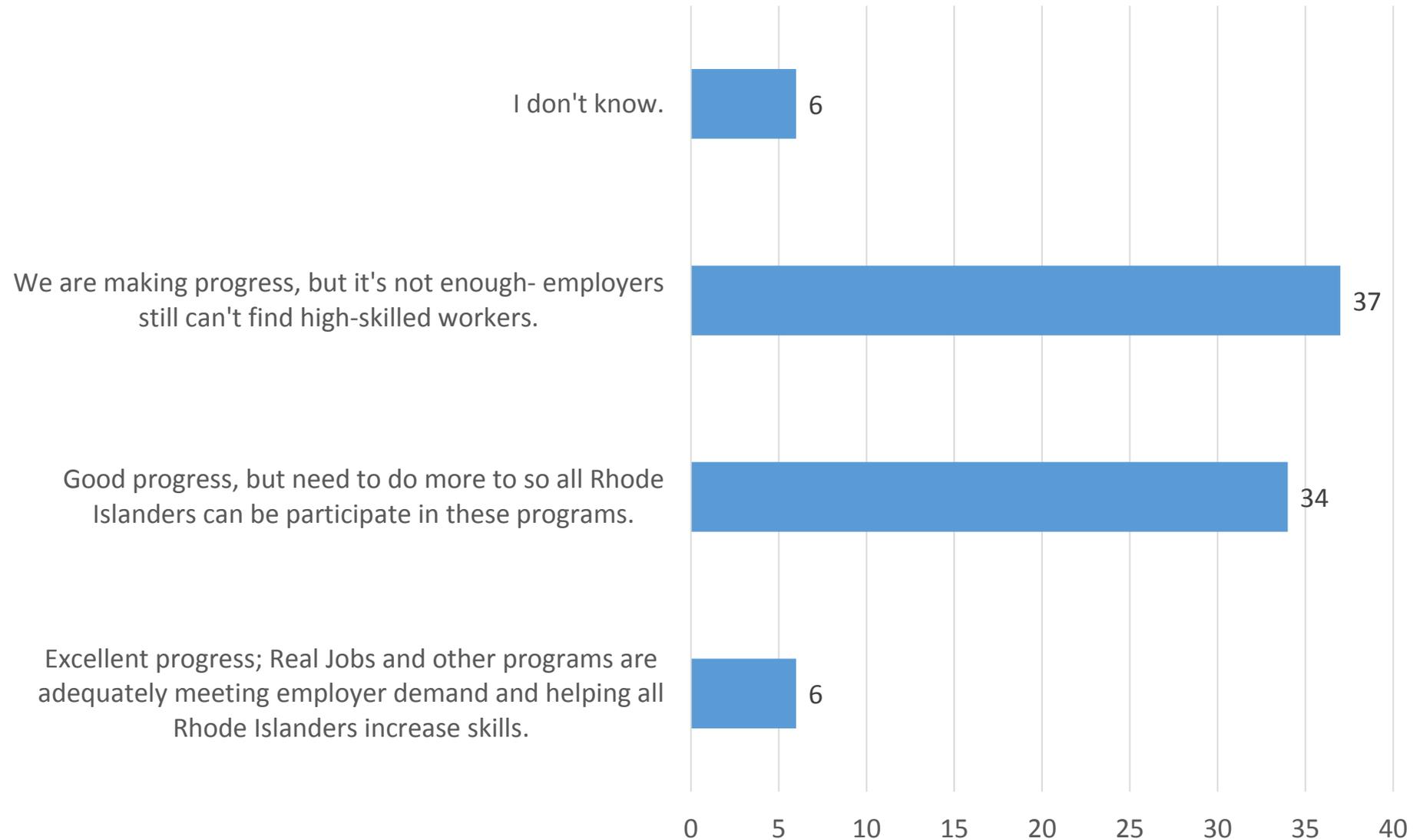
high school meeting working career money RJI WIOA adult schools youth schools funding need data plan ed jobs work ed RI Adult need

many training skills services job system reso prog libraries RI public workforce people part jobs help language use public development WIOA

written business parents career plan college DLT schools training state CTE secondary students education talent work post RIDE

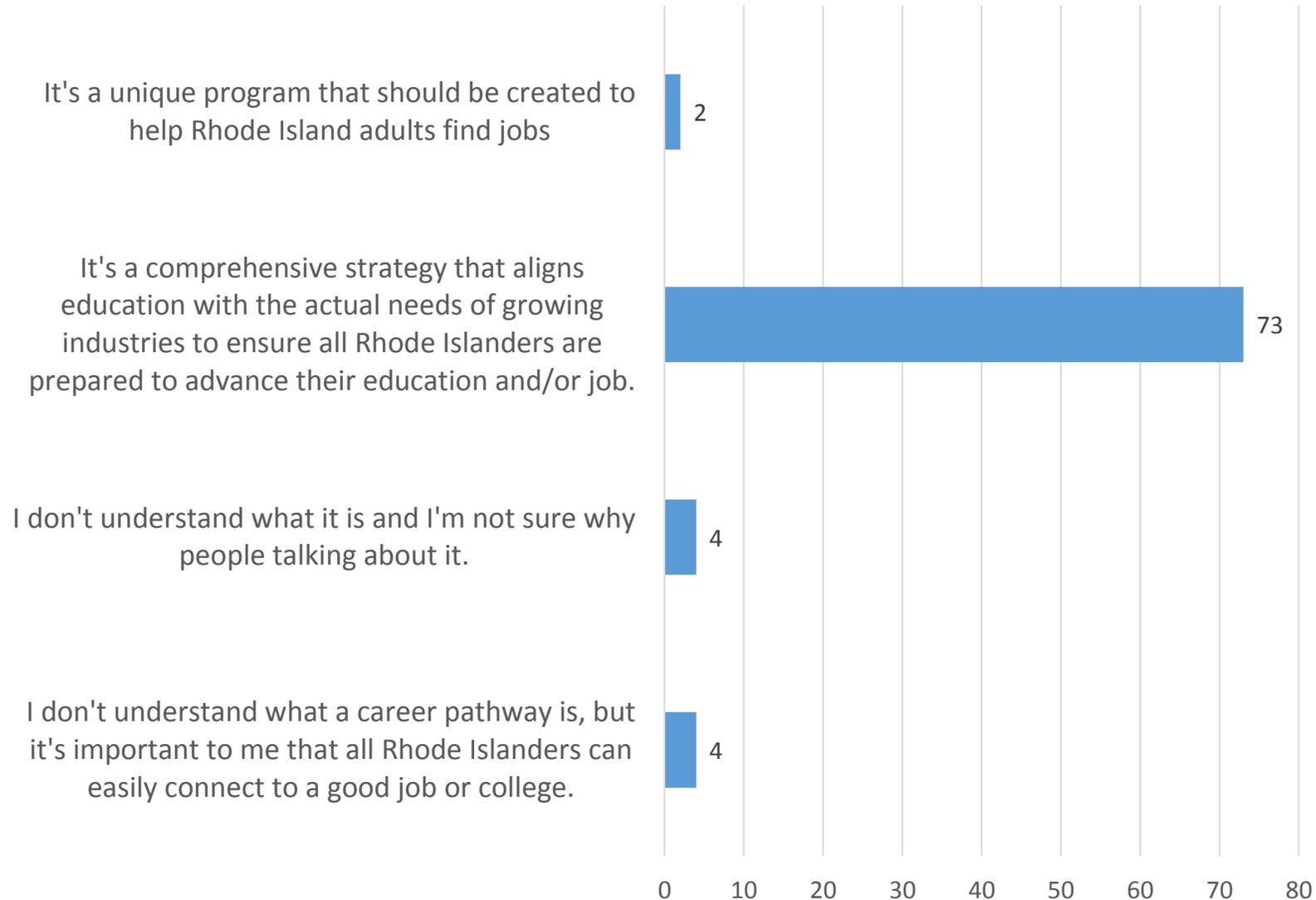
Feedback from GWB Retreat and Public Comment

How much progress have we made to create and grow demand-driven programs to meet employer demand?



Feedback from GWB Retreat and Public Comment

What is your understanding of a career pathway?



Feedback from GWB Retreat and Public Comment

How aligned or coordinated is our current workforce?

