Deloitte



JANUARY 18, 2023

Delaware Workforce Development Board Breakthrough Lab

Executive Summary | DC Greenhouse

Deloitte Greenhouse®

Statement of Purpose

Delaware's Workforce Development Board (DWDB) is comprised of members from the Department of Labor, Education, Health & Human Services, other State Government entities, Charitable Foundations and other stakeholders. The board is also comprised of many members, new to their role on the board. Delaware is small state with unique needs. Workforce development is the number one issue for candidates, and this is largely driven by issues like labor supply shortage (i.e., women leaving the workforce; retirement) and the need to upskill the workforce for the jobs of today and tomorrow. The current government is looking to get a better hold of data and define better ways of working together to achieve their objectives.

During the session, the group focused on addressing the core question:

How will Delaware's Workforce Development Board Leaders make a meaningful impact on workforce development efforts in the state for over the next 3 - 5 years?

LAB PARTICIPANTS

- Gina Aurora
- Patricia Cannon
- Richard Fernandes
- Carey Golt
- Thomas Hall
- Paul Herdman
- Elisha Jenkins
- Cynthia Fairwell

- Monterry Luckey
- Ashley Nichols
- Nilima Ramaswamy
- Joanna Staib
- Deborah Talley
- Valarie Tickle
- Maureen Whelan
- Jonathan Wickert



LAB DAY CONVERSATIONS

Exploring the Current State

What is happening with people, skills, and jobs in Delaware and across the United States? What are other workforce development organizations doing to have a positive impact in their spheres of influence?

Defining the Vision

What is the draft Vision and guiding principles outlined for DWDB? How will the DWDB Ecosystem, Employers and Job Seekers benefit from this Vision?

Activating the Vision

What are key consideration to activating the vision, how will we measure success and who are key stakeholders?

Delaware Workforce Development Board Breakthrough Lab





Your team had several key insights from the session:

Common Data Environment – Participants identified a common system and data environment as the top need in the State. Job Seekers will benefit from a single "one stop shop" interface to minimize the number of systems they access and get a more holistic view of benefits. Employers will realize similar benefits when interacting with State agencies and partners. State agencies will be able to better coordinate services and programs and realize efficiencies in their work.

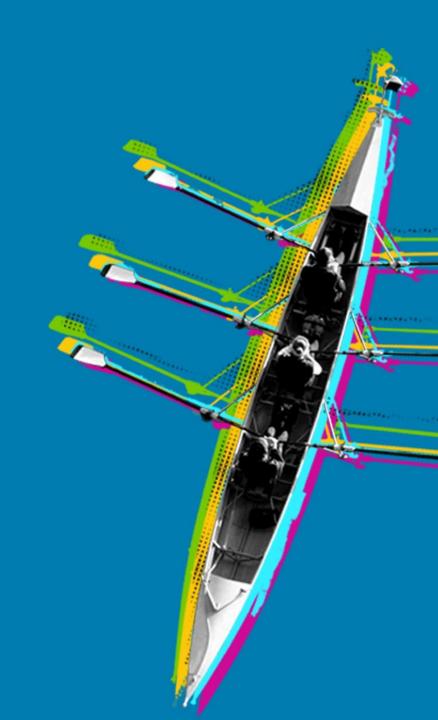
DWDB North Stars Alignment - There is opportunity to increase alignment among workforce ecosystem members to the draft "North Stars" shared during the lab. As alignment is achieved, it is also important that members of the WDB and broader ecosystem can communicate examples of success stories which align to the North Stars and begin to tell a shared narrative using their own mix of "modality and medium."

Meaningful Metrics – A number of metrics, some more measurable than others, were proposed during the lab. The State will need to align and focus on a few metrics that most members in the state can agree are important. Alignment will support common striving in programs and recognition by the Governor, employers and external organization who rate / evaluate the State's performance.

Stakeholder Engagement – The ecosystem of stakeholders is universally known by all participants. A significant opportunity exists to engage with stakeholders more holistically and effectively across the ecosystem, outside of State agencies.

Breakthrough Moments





Define the Vision

Participants reviewed the draft Strategy for the State's Workforce Development Board and Ecosystem and brainstormed what outcomes would demonstrate that the vision was being attained in the State for three primary audiences.

Ecosyst emOtt comes

- Improved Communication, Collaboration, and Connections supports the building of stronger Delaware Communities with selfsustaining wages and increased state GDP.
 - State organizations and partners focus more on complementing vs.
 competing and find ways to identify and scale existing successes.
 - Connections to business help State agencies think more like a business and strengthen the alignment between supply and demand / financial incentives and priorities.
- Access to universal data / common systems aids in the alignment of employee/employer needs, access to programs and services, and tracking of education attainment as it pertains to growth sectors.
- Focused marketing and the attainment and promotion of national recognitions (e.g., CNBC's America's Top States for Business) serves to attract employers and job seekers to the state.

Employer Out comes

- Improved State agency focus on employer engagement:
 - Produces more engaged employers who can identify the skills they are looking for
 - Increases engagement with employees as they "come through the door" and retention
 - Improves efficiency in program stand ups and the ability to deliver the programs to beneficiaries
 - Widens pools of job seekers
- Improves alignment of training program investments to needs and creation of a training program's knowledge base among employers of what works well and how it was successful.
 - Better retraining programs to transition job seekers, when needed
- Investment in research and development in the Future of Work helps shape employers' future job creation efforts and provides tools to equip current employees with future work skills.

Job Seeker Out comes

- Provides job seekers with a true "One Stop Service" (universal data / common systems) that minimizes confusion, enables selfsufficiency, brings overall efficiency, and supports the tracking of equity in opportunities.
- Supports gig workers to build their own businesses and become entrepreneurs.

Activating the Vision

Participants brainstormed priorities that the Board must address in order to create a more efficient Workforce Development Board and Ecosystem in the State.

What **behaviors and beliefs** must we challenge?

- Challenge the status quo to:
 - Address and improve systemic judgment to remove stigmas
 - Break down silos gradually leading to a more holistic approach
 - Expand awareness and availability of programs
- Adopt a more customer centric mindset, which includes a value proposition for businesses to work with the State and workforce development partners
- Be willing to **work in draft mode** and to change, adapt and pivot

What processes and structures must change?

- State level alignment should be reevaluated
 - Start with an aligned strategy and Vision for the state
 - Consider the **organization of the DWDB** within the Department of Labor
 - Look to remove duplication of services across partners
 - Improve the connection between economic development data / objectives and programs
- State Procurement Process creates inefficient / slow responses and should be revised

What **technology and resources** do we need?

- Focus groups and community engagement to inform our programs
- **Universal data / common systems** to aid in the alignment of employee/employer needs, access to programs and services and tracking
- One stop career services in schools to meet first time job seekers where they are
- Increase accessibility so that our websites, forms and services are accessible by all
- **Expand internet and transportation** to reach all corners of the state and equip all Job Seekers to find employment

What **metrics** must we track?

- Career satisfaction for job seekers who've used programs or services
- **Job training program** enrollment, completions and placement rates
- Wage scales, especially those making a livable wage
- Ability to identify emerging industries and then attract or support organic growth of companies
- New companies attracted to the state / new business starts
- Strength of communities

Which **stakeholders** must we engage?

- State Agencies / "The front-end team"
- · Businesses (Small, Medium, and Large)
- Vendors / non-profits / partners
- Education Institutions (High Schools and Higher Ed)
- Job Seekers
- Department of Transportation
- Community Based Organizations (CBO)s with resources

What else must be true?

- We need to **build trust** across the system
- We can talk through our vision and **disagree behind the scenes**, but eventually we need to **come together publicly** on a shared vision
- We need **concrete action items**; we need to advance from talking to action
- We need to offer **better system transparency** to our "clients," so they know what is happening and what to expect
- We need to **prioritize the underserved** populations of the State
- We need to accept Delaware is not going to pay the most and find alternate ways to be attractive to job seekers and employers

Appendix



Meet the Team

Deloitte Account Team



Glen Davidson



Daniel Clough



Andrea Mazzocco



Melissa Pearson



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Danny Rasmussen



Angel Quinones Cardona

Deloitte Greenhouse Team



Jonathan Peterson Lab Lead



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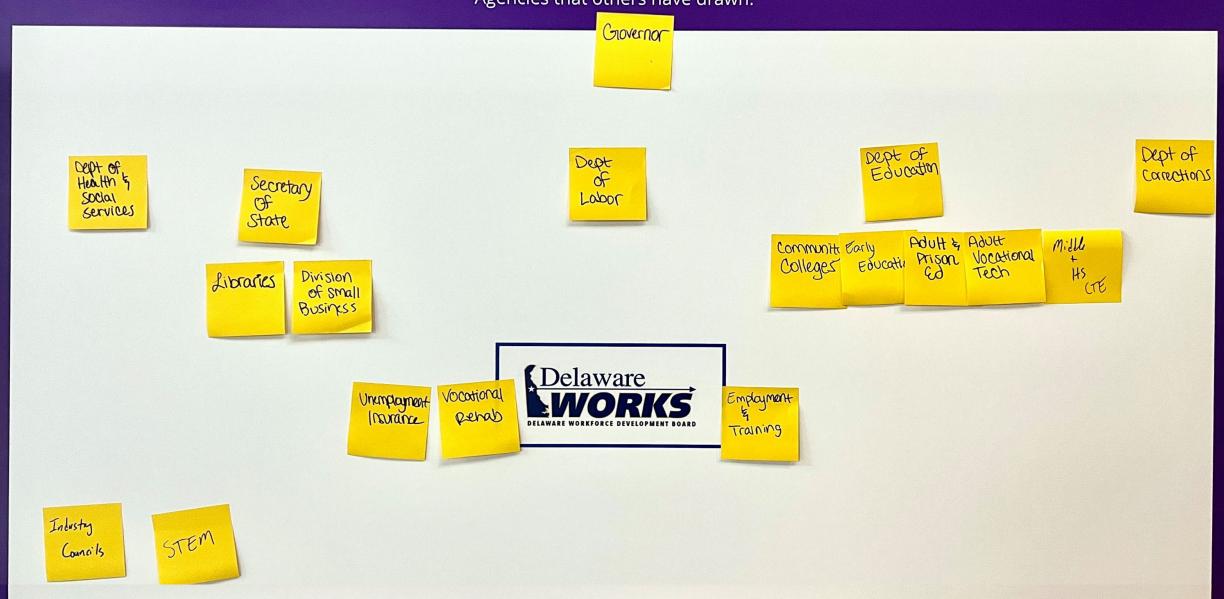


Michael Mufson Lab Producer

Gallery Walk

DRAW THE ECOSYSTEM

Add a piece of the Delaware workforce development ecosystem and connect it to the Delaware Workforce Development Board or Agencies that others have drawn.



"In the State Workforce Development Ecosystem, prior to the pandemic, no one left and everyone was close. The pandemic changed everything. We need to examine not just the relationship building component, which has been so strong in Delaware in the past, but also how we access and share information."

"This is the Workforce Development Board. They should be improving the workforce for vulnerable populations, such as people with disabilities who have taken a back seat to being included and advocated for."

"When it comes to measurement and metrics, effectiveness is discussed, but whether they have determined what is *proven* to be effective, I'm not sure."

"What excites me is how we serve the future of our clients. For instance, if a green technology company came to Delaware, how would we serve that pipeline? How do we up the pay scale from where potential employees are now to incentivize the next opportunity?"

"On a scale of 1-10, I give it a 5. I think that the Department of Labor and Joanna's board have different visions. We are polite to each other, but we lack congruence in that."

"There is opportunity for improvement in connecting all the things we do. We have a 100 people staff, and while we tell each other what we do, the board is so big that I don't know what every other agency does. If the board can help clarify this, that would be great."

"The board doesn't exactly know what their goals are. There have been retirements and people leaving, and most recently we went through our infrastructure agreement, which was the craziest process I've seen in a long time. I guess the new folks interpreted it differently than the old folks, and last we heard, its still very much up in the air."

"There is a lot of redundancies in the WIOA and within the state. There are groups under the Governor doing the similar things to our agencies. There are a ton of resources that are providing the

same services to Delawareans.

but people don't know about it

unless they are made aware."

"We need to straighten out governance issues very quickly. There are millions of dollars on the line not being spent effectively or tracked well. They don't know what exactly it was spent on or who benefited from it."

"In terms of alignment on a scale of 1-10, I give it a 5. I think that the Department of Labor and Joanna's board have different visions. We are polite to each other, but we lack congruence in that."

"For the board in general, I think the new leadership has a lot of energy. The meetings are wonderful, and they are out there trying to improve outreach and everything."

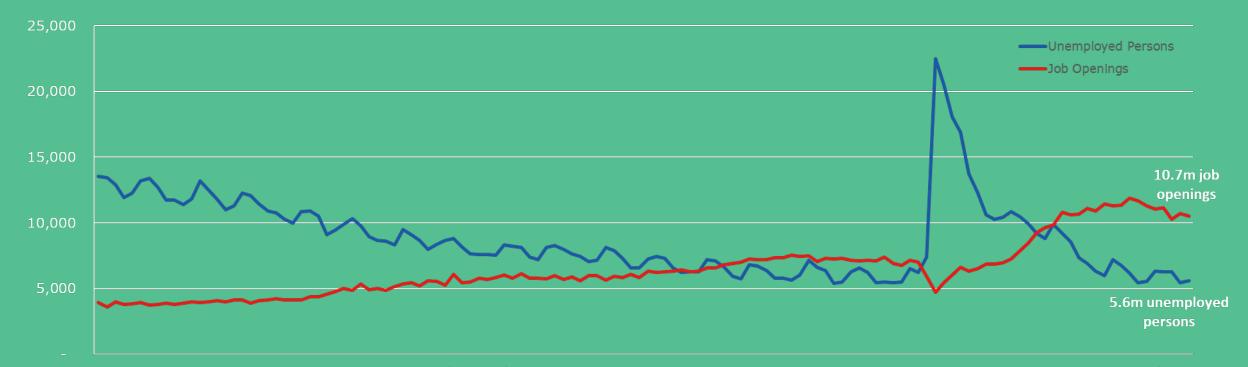
"Right now, it is the Department of Labor that is the dog, and the board is the tail. I think it should be the opposite."

HISTORIC IMBALANCE OF EMPLOYMENT

As a nation, we face an historic imbalance between the demand for workers and the supply of job seekers. This was caused by disruptions during the pandemic and other factors such as the "great resignation."

Unemployed Persons vs. Job Openings

Jan. 2012 – Oct. 2022, in 000s



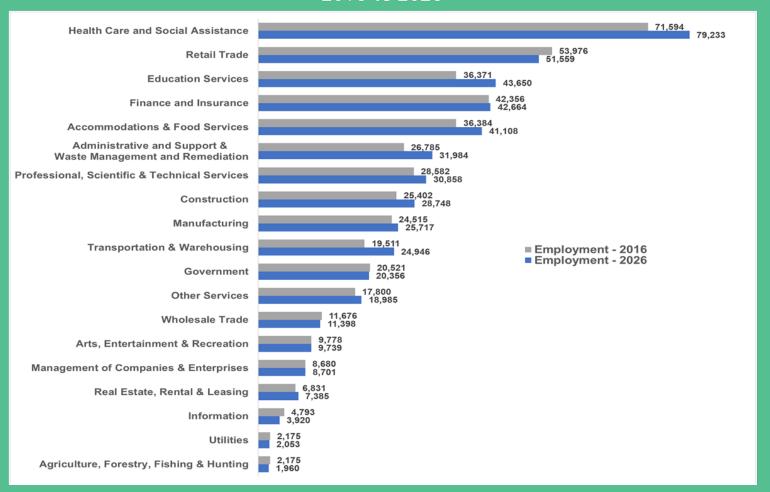
Jan-12 Aug-12 Mar-13 Oct-13 May-14 Dec-14 Jul-15 Feb-16 Sep-16 Apr-17 Nov-17 Jun-18 Jan-19 Aug-19 Mar-20 Oct-20 May-21 Dec-21 Jul-22

DELAWARE FACES A SIMILAR CHALLENGE

Employment growth is predicted in almost every sector between 2016 and 2026, especially in healthcare, education, technology, manufacturing, and construction.

Forecasted Employment by Sector

2016 vs 2026



OUR AGING POPULATION IS ALSO A CHALLENGE

Delaware is the fifth oldest state in the nation, fueled by the aging of our existing population and an influx of retirees from other states. 1 in 5 residents is over 65.

States Ranked by Percent of Population Age 65 or Older (2020)

State	Population ('000)	Population +65 ('000)	Population +65 (percentage of state population)
Maine	1,350	294	21.8
Florida	21,733	4,638	21.3
West Virginia	1,785	374	20.9
Vermont	623	129	20.6
Delaware	987	198	20.0
Montana	1,081	213	19.7
Hawaii	1,407	275	19.6
New Hampshire	1,366	263	19.3
Pennsylvania	12,783	2,448	19.1
South Carolina	5,218	976	18.7

<u>Implications for Workforce Development</u>

- Smaller proportion of the population will be participating in the workforce.
- Ongoing high demand for healthcare and personal services.
- Need to attract talent to Delaware our existing population will not provi de a sufficient labor supply.





TARGET POPULATION

Emphasizes recruitment, retention, and career advancement opportunities for Black, Indigenous, Latino/a/s, and other people of color, people with low incomes, and rural Oregonians



TARGET INDUSTRIES

Healthcare, Manufacturing, Construction



SUCCESS MEASURES & BENCHMARKS

- Oregon's economy had a strong recovery from a previous contraction and continued job growth is forecasted³
- Oregon has the eighth-highest concentration of STEM employees, and one of the nation's highest netmigration of college-educated workers.
- Number of Oregonians entering and completing highvalue credential pathways, including registered apprenticeships and pre-apprenticeships
- Job placement rates and earnings for education/training participants
- Types and amounts of benefits provided for wraparound services and supports (e.g., tuition, fees, transportation, housing, and childcare)
- Additional data may include high school graduation rates, community college enrollment, retention, and graduation & recidivism rates

OREGON

THE ISSUE:

Before the pandemic, Oregon needed 300,000 adult workers to pursue postsecondary credentials to fill the jobs of the future. The pandemic affected every region and population of Oregon, but the rural regions were hardest hit.¹

In response, the state launched Future Ready Oregon 2022 with an investment of \$200 million in its existing workforce infrastructure to launch short term solutions and invest in the future of the workforce. The program combines General Fund and ARPA funding to launch these initiatives.

PROGRAM DESCRIPTIONS AND ECOSYSTEM PARTNERS:

- Oregon Workforce Partnership is comprised of over 200 leaders from Oregon's nine Local Workforce Development Boards.
- Each local workforce area is designated by the Governor and Chief Local Elected Officials from each local area identify organizations to serve as the Local Workforce Development Boards.
- The partnership is a non-partisan, private/public, statewide association that supports better alignment of resources, increased coordination among programs, and improved efficiency and effectiveness in service delivery to all Oregonians.²
 - •The program prioritizes investments in the following ways:
 - Leveraging existing successes
 - •Expanding local investments in underserved communities
 - •Pre-apprenticeship and Apprenticeship programs
 - Credit for prior learning
 - •Youth workforce readiness and reengagement initiatives
 - Competitive workforce grants
 - Benefits Navigators pilot program
 - Industry consortia pilots
 - Assessment, accountability, and continuous improvement

https://oregonworkforcepartnership.org/

² https://oregonworkforcepartnership.org/wp-content/uploads/2019/02/2017-19-OWP-Strategic-Plan-01-2019.pdf

³ https://www.cnbc.com/2022/07/13/oregon-rebounds-as-americas-most-improved-state-for-business.html





TARGET POPULATION

Emphasizes recruitment, retention, and career advancement opportunities for Black, Indigenous, Latino/a/s, and other people of color, people with low incomes, and rural Oregonians



TARGET INDUSTRIES

Healthcare, Manufacturing, Construction



SUCCESS MEASURES & BENCHMARKS

Next Level Jobs Workforce Ready Grant results:

- 15,618 enrollments from June 2020-January 2021
- 7,994 certificates granted from June 2020-January 2021
- \$6,800 annual wage gain

The award-winning Management Performance Hub will allow stakeholders to conduct program effectiveness analyses related to education and workforce outcomes through its Education and Workforce Development database

INDIANA

THE ISSUE:

By 2025, there will be over one million job openings in Indiana due to retirements and new job creation, and two million of its citizens need additional training to compete in today's workforce.¹

In January 2022, Indiana Governor Eric J. Holcomb announced his "Next Level Agenda," which included workforce training expansion, and whose goal is to connect unemployed Hoosiers with employers, jobs, and training with a data-driven workforce system.²

PROGRAM DESCRIPTIONS AND ECOSYSTEM PARTNERS:

- Created in 2017, Next Level Jobs provides job-seekers resources to secure a job, access tuition-free training in one of Indiana's high-growth job fields, explore new careers, or get career advice.³ The program provides employers with reimbursements for training up to \$5,000 per trained employee and \$50,000 per employer (with conditions). Indiana invests \$4 million annually in the program and used \$75 million in CARES Act funding to scale up the initiative.
- East Central Indiana Workforce Development Programs and Services is a regional partnership to promote local economic development that was established in 2005. The partnership covers about 400,000 people and has launched five local workforce initiatives to meet its regional employer needs.
- Indiana Management Performance Hub's Education and Data Workforce Development database is a longitudinal data set that services as a clearinghouse where data elements are linked across related agencies. This is one of seven data projects launched since the database's creation in 2017.

https://nextleveljobs.org/about/

https://www.in.gov/gov/files/Press-Release-2022-Next-Level-Agenda-Rollout.pdf

ttps://nextleveliobs.org/

https://www.ecirp.org/workforce-development

⁵ https://www.in.gov/mph/projects/ewd/

NETWORK2WORK AT PIEDMONT VIRGINIA CC



PROGRAM DESCRIPTION:

Network2Work @PVCC is a job network that connects job seekers to the skills and resources they need to become valued employees and helps employers find the quality employees they need for their companies.

In the PVCC region, 10,940 families, or 17 percent, do not make enough money to pay for the essentials of life—food, shelter, clothing, and utilities, and the added costs associated with childcare and transportation. The Network2Work@PVCC goal is to help these families become self-sufficient by identifying jobs within their reach and positioning them to secure and excel in those jobs.

Network2Work@PVCC matches quality job seekers to available jobs that pay a decent wage and lead to a career. Once an employers' needs are specified, a network of community "Connectors" is mobilized to identify individuals who are a fit for the job. These Connectors are at the center of social networks in neighborhoods, schools, places of worship, and immigrant communities. They are trusted individuals to whom people turn for information and advice. Using award-winning technology, Network2Work connects job seekers directly to the training and resources they need to help them get and keep that chosen job—resources like core skills education offered by Thomas Jefferson Adult and Career Education at PVCC, technical training offered by PVCC, and affordable childcare, reliable transportation, legal assistance, health care and more.



SUCCESS MEASUREMENTS AND BENCHMARKS:

To date, 85 percent of job seekers completing the Network2Work program have found jobs and 59 percent of those jobs pay more than \$25,000 annually. Single moms represent 40 percent of participants. The program serves the entire PVCC service region, which includes the city of Charlottesville and the counties of Albemarle, Buckingham, Fluvanna, Greene, Louisa, and Nelson.

EARN MARYLAND



PROGRAM DESCRIPTION:

EARN Maryland is a state-funded, competitive workforce development grant program that is industry-led, regional in focus, and a proven strategy for helping businesses cultivate the skilled workforce they need to compete. It is flexible and innovative, designed to ensure that Maryland employers have the talent they need to compete and grow in an ever-changing 21st century economy.

The program invests in strategic industry partnerships from key economic sectors in every region. These partnerships will use the power of coordination across education, workforce and economic development initiatives to address the multiple needs of companies, starting with the training of skilled workers. Once formed, the partnerships will develop plans to train and educate workers - and place them in meaningful employment.



SUCCESS MEASUREMENTS AND BENCHMARKS:

As of October 2022, more than 11,000 incumbent workers have received training, attaining new credentials, certifications and/or skills. Over 8,000 individuals have obtained employment through EARN.

For every \$1 of state funding invested into EARN, an additional \$17.34 in economic impact is created.

IDAHO'S ICONIC INFRASTRUCTURE RE-TRAINING



PROGRAM DESCRIPTION:

The Idaho Career Opportunities – Next In Construction ("ICONIC") program was developed to meet a specific need: Idaho had a need to rapidly update and improve its infrastructure, but the state faced the challenge of finding qualified labor to perform the work. Specifically, skilled heavy equipment operators, carpenters, truck drivers, and concrete/cement masons.

To address the problem, Idaho's Transportation Department's Office of Civil Rights, in partnership with the Idaho Workforce Development Council, Idaho Associated General Contractors, Idaho Native American Tribes, Baker Technical Institute, College of Eastern Idaho, and local highway construction contractors, implemented the ICONIC program.

ICONIC offers an intensive five-week training program where selected applicants receive free hands-on training in heavy equipment operation and cement masonry. Training includes certifications in OSHA-10, Flagging, Forklift, and FirstAid/CPR. Applicants can also earn a free Commercial Driver's License upon completion of the five-week training program in partnership with the Idaho Workforce Development Council.



SUCCESS MEASUREMENTS AND BENCHMARKS:

Of the 105 ICONIC class graduates in the past few years, 80% have found careers in the highway construction trades within 45 days of course completion. On average in Idaho, the starting wages in the construction industry is typically around \$40,000. Having experience in a construction trade can increased participants' annual earning by more than 20%.

Exploring the Current State

EXPLORING THE CURRENT STATE

What surprised you?

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What do you want to know more about?

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What opportunities might exist to improve Delaware's workforce ecosystem?

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Need to 10 the Proofs "smeet spots" - can't touch it all

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EXPLORING THE CURRENT STATE

What surprised you?

Longitudinal data set that Services as a cleaning house where data elements are linked accross related agencies. One of 7 database creations - Indiana

8,000+ jobs needed in HC+ Social Assistance Highest need

What do you want to know more about?

Earn Maryland
Network 2 Work at Piedmont VA CC

Indiana's Management Performance Hub's Education and Data Workforce Development database.

What opportunities might exist to improve Delaware's workforce ecosystem?

Data system
Using proven successful models from other states to create
New programs and ways to use Bc funds.

EXPLORING THE CURRENT STATE

What surprised you?

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What do you want to know more about?

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What opportunities might exist to improve Delaware's workforce ecosystem?

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What opportunities might exist to improve Delaware's workforce ecosystem? 1DAHO - Construction for re-entry (driving legions)
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EXPLORING THE CURRENT STATE

What surprised you? Imbalance of open Jobs

What do you want to know more The needs de

What opportunities might exist to improve Delaware's workforce ecosystem?

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EXPLORING THE CURRENT STATE

What surprised you?

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What do you want to know more what do you want to know more about?

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I'm-migration

I work w/ memberst workers

become can't close gap w/ K12 VA-Network - wrap around survies, cost, avoidinator?

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EXPLORING THE CURRENT STATE

What surprised you?

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What opportunities might exist to improve Delaware's workforce ecosystem?

- Aging pop - oxpty? - Incombent workers - SEED-Plus - Orgon 300 K gop 5 Success Orwers - Francis - data system & love more What opportunities might exist to improve Delaware's workforce ecosystem?

how To Engage SENIONS - JOHN THE TERMINAT of HEALTh

EXPLORING THE CURRENT STATE

What surprised you?

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PVCC - region 1790 Cannod

Grord essentials Oregon- eight highest STEM employees. What is the number

Nice Crayon-Historic unbalance & employment-

Delanene is the 5 th does

What do you want to know more about?

PUC

Success if ways gain Benchmark

FAP gulaction Plan poll **WORKFORGE DEVELOPMENT LAB**

EXPLORING THE CURRENT STATE

What surprised you?

STATE OF DELAWARE

Not measuring up placement When the Individuals bling placed?

What do you want to know more about?

Networks work

MD-BARUfor every \$1.00 investor an additional \$ 17.3/ in economic impact * how do they measure this Gregon - "high - value" (redential

What opportunities might exist to improve Delaware's workforce ecosystem?

DVCC Use a community connectors - and single mans.

MICONIC'

Ovegor Vural Community?

Indiana. Management Performance Hub

But seniori are finding it is necessary to Supplement SC

What opportunities might exist to improve Delaware's workforce ecosystem?

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Sector partnerships - Similar to DE ITIC - add another sictor

EXPLORING THE CURRENT STATE

What surprised you?

Target industries - Healthore, manufacty,
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Undianal Adr. manufacty
Buildy + Cons, Healthfula Fitch, Transloge
5,00 peremptyee | 50,00 employer

DB. Healthore, Id, tech, manufact

Construction

Retail V
Healthore Social [Const. 1.

10.7 m job openys

5,6 unemptyed persons

What do you want to know more about?

Haldisaldis interests in inf Talent retention

Gen

Every 1 = 17.34 economic

What opportunities might exist to improve Delaware's workforce ecosystem?

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-DATabase aclass agences - VA-Award unnig Lawyers

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EXPLORING THE CURRENT STATE

What surprised you?

- Con STRUCT IN

Job goln by

BIS Stop in Retail

Continu Sales)

- 5 MIL difference dides

- Real Joha Publ

What do you want to know more about?

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What opportunities might exist to improve Delaware's workforce ecosystem?

Employer Re (Mbuse ments)

For training a other to the standard of the standard of

EXPLORING THE CURRENT STATE

What surprised you?

Ldaho & Virginia What did they did to get = vera had What do you want to know more about?

Earn Warylany

The award winning tech Network 2 work uses

What opportunities might exist to improve Delaware's workforce ecosystem?

Connect regionally - hilly NJ to Support

VOIEWIHYORFE!!

Participants "voted with their feet" by moving to the side of the stage that matched their current program's aligned to the vision and goals held by the Workforce Development Board.







Activating the Vision

ACTIVATING THE VISION

What challenges may prohibit us from reaching our outcomes? -> Not I understanding throsting the Current State
-> Not I understanding throsting the day. Lack of a Common Data Huh

What opportunities are there to enable us to reach our outcomes? Switch force - Includes Dopt of tomportation, Dot, other Govt, non-profit of friends section Centome Contri, Mamorin ti approca l Interal on well on Botomal Copyright @ Molistic Approach

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ACTIVATING THE VISION

What challenges may prohibit us from reaching our outcomes? - Challuges - Silves. There are a reflection of how money flows + power is distributed. These are not just artifical dividing lines, when we say, for example, that the DWB should manage (dual how & dollars are being spent is DET, that means DET losses ufluence, &, maybre some jobs. end of Gov. Carney's administration (2024), so unlikely that liell more or a big, new, vision, but next governor could

What opportunities are there to enable us to reach our outcomes? Zo To the vision + political will - I'm hoping we The DWDB can articulate a conguling timos t a path to achieve it by 2024, so that the next Gov. can run with it. Zs We need to articulate a poth to a responsive data deshboord. This will be a sig, expensive, endeavor, but we have the &.

ACTIVATING THE VISION

What challenges may prohibit us from reaching our outcomes?

That entity tends to control

the activities that will determine

outcomes

The Businesses do not traditionally

think of Gaout as there having

the Company's Best Interest at

the company's Best Interest at

What opportunities are there to enable us to reach our outcomes?

Oclarity regarding the Boards Role

regarding how work force funds

one in estad

Embracing & developing trust

Between work force parlners &

the Business one ners & the

citizens we serve.

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ACTIVATING THE VISION

What challenges may prohibit us from reaching our outcomes?

Shifting priorities / time

Resources
lack of engagement/siles

Fedbal / Atate regulations / laws
Lack of undertal

What opportunities are there to enable us to reach our outcomes? Streamly processes / Cellaboration / More/mod One Stop - No wrong Door philosophy Comprehense marketing / Intreach Plan

ACTIVATING THE VISION

What challenges may prohibit us from reaching our outcomes?

- Not looking at our problems as a collective body
- Egotispina
- Short Stating
- Territorial thinking
- Failure to see the Part DE play
IN the region

What opportunities are there to enable us to reach our outcomes? Setting four top 3 of items & championing those to other leaders - being committed - himse committed - continue on the Some path - being intentional on behalf of eloudorease - lets talk More action - Quick (esponses that will resultin) US Not being in the Some

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ACTIVATING THE VISION

What challenges may prohibit us from reaching our outcomes?

- 1. All parties not agreem on the outcomes desired/ or priority of outcomes desired.
- 2. Time
- 3. Past failures prohibiting thinking about this from a different perspectives

What opportunities are there to enable us to reach our outcomes?

- 1. Opportunity to cohesively engage with each other to reach common goal
- 2. Opportuning to promote DE or being on point with messaging and actions to
- 3. Opportunity to close the gap betw job scekers + jemployers (Daw H. > supphyldenous) More bramsformy metalys.

ACTIVATING THE VISION

What challenges may prohibit us from reaching our outcomes?

Sitos promises made to Dusinesses that

I ooking to relocate to DEd then not being able

to be met

Divisions bet counties & pre-conceived ideas

that groups refuse to give up even with data

that groups refuse to give up even with data

that groups funding, ed etc. Education

Dehwiors a beliefs must we chollenge

metrics

Stakeholders

What opportunities are there to enable us to reach our outcomes? Listen: more meetings like this the Hayward model of otown hall focus meetings listen to businesses workforce employes 3 Jobseekors separately what do they need, want, how they would change things. - Aprestatt to correctly Poverty simulation to soeker simulation the state of simulation throughout the state of the work on how tomake thempore them work on how tomake thempore that work on how tomake thempore testing.

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ACTIVATING THE VISION

What challenges may prohibit us from reaching our outcomes?

No pertreconder long it had clash system - no good with the connect back to the Ket & system

lock of clant //what sight across agency's (pilu, regulation, program, este)

Not sure who is in the drive's sent - DWDB or Lober (this issue was now to me took but explain) so much of

my confusion the last few years)

Change in political appointer + Key carees stable cause immediate issues when they happen.

Stable procurement rules

Like lack capacit to execute at such it we are successful (w/connect resources)

[ack of coherent messay / comm. stable + resources

What opportunities are there to enable us to reach our outcomes?

Small state, small-sh partner could, well-ameched to each other
The current state is the reasing first step
Much aligned work alreat exists - need to get into a colorest stadey in clear lies at airceship
lane duch Covern - should be able to push somethings through - also stort planny for
next administration

Pushen regim - thing + yeters alignet

ACTIVATING THE VISION

What challenges may prohibit us from reaching our outcomes? Not wengone aligned withe usern - How do we align > continued salved - Wit continuing the conversations -Data systems - Not all agencies on hoard or while to do the work to achieve unity - lot aligning lesoures -- aliqued definitions (high valle condental, hirable wage fir DE 18 was Countri

What opportunities are there to enable us to reach our outcomes?

- small state access to ellapse
- tous of he sources
- to keep momentum going)
- -omousahing on a lot of the outcomes are already

papping - need to preal together

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ACTIVATING THE VISION

What challenges may prohibit us from reaching our outcomes? lack of common undustanting Commitment to 4 pellars (40's) State lack of Enoulity of stakeholders in the process

State percelures

Grejerred providers with less effortunity for new
players

common data systems

What opportunities are there to enable us to reach our outcomes?

Williagness to innovate appetite fa legeslatine charge Expanding of offirtunities to frovide welve range of suchers and englishers ability to serve marginalyed groups to benifet underdado, Comminities and Jamelies

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