

CONNECTICUT EMPLOYMENT AND TRAINING COMMISSION

2012 ANNUAL REPORT

Introduction

The Connecticut Employment and Training Commission (CETC) is Connecticut's State Workforce Investment Board, authorized under Federal law (the Workforce Investment Act of 1998 – WIA) and governing state statutes. CETC is the official State body with lead responsibility for providing workforce-related policy and planning guidance to the Governor and General Assembly. CETC is broadly charged to promote strategic coordination of the state's workforce-related investments, strategies, and programs. Members represent Connecticut businesses and employers, key state agencies, regional/local public entities, organized labor, community-based organizations and other key stakeholders.

This 2012 CETC Annual Report responds to CETC's statutory obligation to report annually to the Governor and General Assembly on the status of its efforts in the previous twelve months to support the broad objective of ensuring that Connecticut has the well-educated, highly skilled, productive workforce needed to sustain a growing state economy and prosperity for all Connecticut households.

Transition

2011 saw the onset of major changes in the way the State of Connecticut approaches the challenge of building and sustaining the well-educated, highly-skilled, productive workforce needed to stimulate economic growth and support a high standard of living for Connecticut's people. In his first year in office, Governor Dannel Malloy focused on creating jobs and rebuilding Connecticut's economy. In so doing the Governor empowered CETC as the center of gravity for workforce-related policy and strategy in Connecticut. The Governor's leadership filled a void that had constrained the State's jobs creation and workforce development efforts in recent years.

CETC's work is supported by the Office of Workforce Competitiveness (OWC). Prior to 2011 OWC operated as an independent state agency. The adopted 2011-13 biennial State budget reinforces OWC's responsibilities, now operating (for administrative purposes) as a quasi-independent function within the Connecticut Department of Labor (CTDOL).

In July 2011 Governor Malloy appointed Donald J. Shubert (President, Connecticut Construction Industries Association) to serve as CETC Chair. Formal appointment of the CETC membership was completed in early autumn, with several strategically significant individuals invited to participate in an ex-officio capacity. (The CETC membership roster is included as Attachment 1). In August Rina Bakalar was appointed Executive Director of OWC, with responsibility to coordinate policy work by providing technical assistance and professional staff support to CETC.

Focus

CETC's efforts in 2012 focus on developing opportunities to strategically align the broad array of Connecticut's workforce development efforts with State jobs creation initiatives. Working through its committees and work groups (reflecting key opportunity areas), CETC will:

- Study the workforce-related priorities and challenges of targeted industry sectors, economic drivers critical to state economic growth.
- Study the challenges impacting different segments of the state's talent pipeline (youth/future workforce; higher education students; incumbent workers; dislocated workers; aging workers; special populations, etc.).

- Study effective workforce-development policies, strategies and programs here in Connecticut and nationally to identify approaches that work to prepare people for productive, rewarding careers, focusing on key in-demand occupations in targeted industry sectors.
- Develop policy recommendations to align effective workforce-related resources, investments and strategies with State economic development strategies to create and grow jobs.
- Assess and report regularly on the impact of these efforts.

Committees and Work Groups

CETC's work is conducted through its committees and associated work groups, with recommendations presented to the full CETC for consideration and action. During the last half of calendar 2011 CETC was restructured into five (5) standing committees and three (3) associated work groups. (An organizational chart is included as Attachment 2). These bodies were charged and began to conduct their work aggressively in late 2011. Following is a summary highlighting the anticipated efforts of each committee/work group in the months ahead.

The **Planning and Performance Committee** is co-chaired by JoAnn Ryan (President and CEO, Northwestern Connecticut Chamber of Commerce) and Lyle Wray (Executive Director, Capital Region Council of Governments). The committee has lead responsibility to:

- Coordinate CETC's planning efforts, including preparation of CETC's annual plan and annual report, and the State's workforce strategic plan.
- Monitor and report on various state and regional workforce planning efforts, including regional workforce plans produced by Connecticut's workforce investment boards (WIBs), regional adult literacy improvement plans and the State WIA Title II Plan.
- Coordinate CETC's program performance review and reporting responsibilities, including the annual legislative report card, periodic results based accountability (RBA) performance updates, and assessments of regional performance. The committee is responsible for developing critical success indicators to guide its monitoring role.

The **Connecticut Green Jobs Partnership** serves as the State body with lead responsibility for setting workforce policy for Connecticut's green economy, proposing investments and resource alignment to support growth of green job opportunities and build a green talent pipeline to educate and train the skilled workers to fill those jobs. The Partnership is guiding development of a statewide green jobs strategic plan to fill a void that has left Connecticut at a disadvantage in comparison to competitor states that have conducted focused planning. The Partnership is co-chaired by Daniel Esty (Commissioner, Connecticut Department of Energy and Environmental Protection) and Thomas Burns (Director of Training, Northeast Utilities).

The **Career Advancement Committee** focuses on challenges confronting career prospects of Connecticut's low-skill workers. Middle-skill jobs in key industry sectors with current/projected opportunities will be targeted. The committee will research best practices – in Connecticut and nationally – and recommend strategies to align/redirect resources and investments to move low-skill workers into good-paying middle-skill jobs and careers critical to state economic growth and family financial stability. Members include representatives of several key philanthropic entities and foundations from across the state that share an interest in these challenges and the possibility of targeted strategic investing. The committee is co-chaired by Carlton Highsmith (SPG PaperWorks Corporation, Retired) and Deborah Monahan (Executive Director, Thames Valley Council for Community Action).

The **Adult Literacy Improvement Work Group** (of the CETC Career Advancement Committee) is charged to coordinate statewide efforts to promote and monitor follow-through implementation of the recommendations of the State Adult Literacy Strategic Plan and regional adult literacy improvement plans produced by collaboratives of local stakeholders, respectively. Strategies to promote certification/credentialing (such as the National Skills Certification) and contextualized learning (such as the I-BEST model) will be emphasized.

The **Youth Committee** serves as the State body with lead responsibility for developing comprehensive youth workforce policy in Connecticut. Its broad objective is to ensure that Connecticut youth by age 21 are prepared for life-long learning and productive careers. The committee will develop strategies to expose all Connecticut youth to career options and gateways to career pathways, focusing on sectors critical to state economic growth. The committee will recommend policies and resource alignment/investment to ensure that all youth are exposed to and prepared for career opportunities, as a core element of their year-round, year-to-year education. These efforts will seed the state's talent pipeline with skilled individuals to sustain future state economic growth. The Youth Committee is co-chaired by James Ieronimo (Executive Director, United Way of Meriden and Wallingford) and Norma Ortega (Senior Consultant, Human Resources, The Travelers Companies).

The **Industry Sectors Committee** will develop policy recommendations to address workforce challenges confronting selected, high-value industry sectors driving state economic growth and jobs creation. The objective is to align workforce development strategies, resources and investments with state economic development priorities, to anticipate and respond effectively to employers' workforce-related concerns. Work groups will address the priorities of targeted sectors, reporting back to the committee for coordination/integration of efforts. These work groups are task-driven, results-focused, time-limited. Industry experts will participate on each group. Two initial work groups underway (described below) are the Advanced Manufacturing Work Group and the Allied Health Workforce Policy Board. A new Biosciences Work Group is being established. The Industry Sectors Committee is co-chaired by Glen Marshall (Commissioner, Connecticut Department of Labor) and Catherine Smith (Commissioner, Connecticut Department of Economic and Community Development).

The **Advanced Manufacturing Work Group** (of the CETC Industry Sectors Committee), in its initial phase of work, has developed policy and strategy recommendations with immediate impact on the workforce-related challenges confronting the growth of advanced manufacturing in Connecticut. Phase 2 will produce long-range strategy and policy proposals. Elliot Ginsberg (President and CEO, Connecticut Center for Advanced Technology) and John Harrity (President, Connecticut State Council of Machinists) are the co-conveners.

The **Allied Health Workforce Policy Board** was established in statute in 2004. In 2011 the Board was brought under the CETC framework as a Work Group of the CETC Industry Sectors Committee, retaining its statutory responsibilities to:

- Monitor allied health workforce data and trends, including current/future supply and demand for allied health professionals and the capacity of Connecticut's higher education system to educate and train students pursuing allied health careers;
- Develop recommendations to form and promote an allied health economic cluster;
- Identify recruitment/retention strategies for higher education institutions with allied health programs;

- Develop recommendations to promote diversity in the allied health workforce and enhance the attractiveness of allied health careers;
- Develop recommendations regarding financial assistance and other support for current or prospective higher education students considering allied health programs;
- Identify recruitment and retention strategies for allied health employers;
- Develop recommendations to use retired nursing faculty to teach students wishing to become licensed practical nurses or registered nurses;
- Examine higher education nursing programs and develop recommendations to streamline curricula to facilitate timely program completion.

Frances Padilla (Executive Vice President, Universal Health Care Foundation) and Stuart Rosenberg (Executive Director, Saint Francis Hospital and Medical Center, North Campus) co-convene the Policy Board.

The **Executive Committee**, comprising CETC’s officers and committee leaders, acts on matters requiring attention in the intervals between CETC meetings.

Conclusion

The efforts described above lay the foundation for an aggressive agenda in 2012-13. CETC has an important role to play in assuring that workforce-related planning and policy development in Connecticut is strategic, focused, coherent, coordinated and non-duplicative. For too many years the state’s workforce efforts have been fragmented and their potential impact weakened by the absence of an organizing vision and framework. Through the collective insight, expertise and experience of its members and the numerous stakeholders participating in its various committees and work groups, CETC offers a genuine opportunity to coalesce these important efforts going forward, to the benefit of the state’s workers and employers.

CETC members, supported by OWC, will collaborate with Governor Malloy, Lieutenant Governor Wyman, General Assembly leadership, Connecticut employers and businesses, State agency partners, workers, service providers, educators, funders and other stakeholders to overcome identified challenges and develop and sustain Connecticut’s well-educated, highly-skilled, productive and prosperous workforce.

Attachment 1: CETC Membership Roster

Attachment 2: CETC Organization Chart