

CONNECTICUT EMPLOYMENT AND TRAINING COMMISSION

CETC 2013 ANNUAL REPORT

Introduction

The Connecticut Employment and Training Commission (CETC) is Connecticut's State Workforce Investment Board, authorized under Federal law (Workforce Investment Act – WIA) and governing state statutes. CETC is the State body with lead responsibility to provide workforce/talent-development policy and planning guidance to Governor Malloy and the General Assembly. CETC is broadly charged to promote strategic coordination of the state's workforce/talent-related investments, strategies, and programs. Donald Shubert (President, Connecticut Construction Industries Association) was appointed by Governor Malloy to serve as Chair. Members represent Connecticut businesses and employers, key state agencies, regional/local public entities, organized labor, community-based organizations and other key stakeholders. The Office of Workforce Competitiveness (OWC) – operating as a quasi-independent office within the Connecticut Department of Labor (CTDOL) – provides technical assistance to support CETC's work.

This 2013 Annual Report meets CETC's statutory obligation to report annually to the Governor and General Assembly on the previous year's efforts to pursue the broad objective of ensuring that Connecticut has the well-educated, highly-skilled, productive workforce and talent to sustain a growing state economy and promote financial security for Connecticut households.

Leadership for Change

The past two years have seen major changes in State approaches to dealing with workforce priorities. Governor Malloy has focused on creating jobs and rebuilding Connecticut's economy, and empowered CETC as the center of gravity for workforce/talent-related policy and strategy. This leadership fills a void that had constrained job creation and workforce/talent-development efforts in recent years.

The Governor and General Assembly are partners in focusing on talent as an essential resource to grow the state economy and expand economic opportunity. With the Governor's encouragement, the General Assembly adopted several major policy initiatives that, taken together, create a foundation from which to pursue the Governor's vision:

- 2011 Jobs Bill's comprehensive package of focused job creation/economic development, intended to stimulate job growth in several targeted industry sectors.
- Consolidation of previously disparate public higher-education institutions under a new Board of Regents for Higher Education/Connecticut State Colleges and Universities structure, to align higher education policies, strategies, and investments with the state's economic development priorities, policies, strategies, and investments.
- Wide-ranging reform of the State's K-12 public schools system, including an emphasis on structured career exposure for all students as a core element of their total academic experience, to make a high school diploma a true credential for college and career readiness.

Overarching Workforce/Talent-Development Goals

Governor Malloy envisions Connecticut as home to the global economy's best-educated, most-skilled, most-productive workforce. To bring focus to that broad vision, in 2012 CETC adopted four overarching goals as a framework for state workforce policy and strategy:

- **Business Growth (Industry Sectors)**: Connecticut businesses – particularly those in key industry sectors – will have access to the human resources and talent necessary to compete effectively, prosper in Connecticut and create new jobs for Connecticut workers.
- **Current Workforce**: All Connecticut workers will have the skills and credentials to prosper and advance in careers that pay well and provide good benefits to support their families.
- **Future Talent**: All Connecticut youth will be ready for career and postsecondary success as productive contributors to a vibrant and competitive state economy.

- **System Transformation**: Connecticut’s workforce/talent-development system will support a world-class workforce and competitive economy through aligned and integrated goals, strategies, policies, services and infrastructure, whose performance is regularly monitored and results evaluated.

Committees and Work Groups

CETC conducts its work through its standing committees and associated work groups. CETC’s committees and work groups include:

- **Planning and Performance Committee**, 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, monitor and report on state and regional workforce/talent-related planning efforts, and coordinate CETC’s performance review responsibilities.
- **Industry Sectors Committee**, co-chaired by Sharon Palmer (Commissioner, Connecticut Department of Labor) and Catherine Smith (Commissioner, Connecticut Department of Economic and Community Development). The committee will develop policy recommendations addressing workforce challenges confronting selected, high-value industry sectors driving state economic growth and jobs creation. The objective is to align workforce/talent strategies, resources and investments with state economic development priorities, to anticipate and respond effectively to employers’ workforce-related concerns.
- **Advanced Manufacturing Work Group**. Elliot Ginsberg (President and CEO, Connecticut Center for Advanced Technology) and John Harrity (President, Connecticut State Council of Machinists) serve as co-conveners. The work group is developing policy recommendations and strategies addressing the workforce challenges threatening the growth of advanced manufacturing in Connecticut. The work group operates under the aegis of the CETC Industry Sectors Committee.
- **Allied Health Workforce Policy Board**. Frances Padilla (President, Universal Health Care Foundation of Connecticut) and Stuart Rosenberg (Executive Director, Saint Francis Hospital and Medical Center, North Campus) serve as co-conveners. The board was established by statute in 2004 to conduct research and planning about Connecticut’s allied health workforce. CETC adopted the Board in 2011 as a work group of its Industry Sectors Committee, to provide policy guidance on allied health workforce needs.
- **Career Advancement Committee**, co-chaired by Carlton Highsmith (Connecticut Center for Arts and Technology) and Deborah Monahan (Executive Director, Thames Valley Council for Community Action). The committee focuses on challenges to the career prospects of Connecticut’s low-skill workers, targeting current/projected middle-skill jobs opportunities in key industry sectors.
- **Youth Employment Committee**, co-chaired by James Ieronimo (Executive Director, United Way of Meriden and Wallingford) and Norma Ortega (Senior Consultant, Human Resources, The Travelers Companies). The committee is responsible for developing comprehensive youth workforce policy, to ensure that Connecticut youth are prepared for life-long learning and productive careers. The committee is developing strategies to expose all Connecticut youth to career options and career pathways, focusing on key industry sectors, as a core element of year-round, year-to-year education and academic instruction.
- **Connecticut Green Jobs Partnership**, co-chaired by Thomas Burns (Director of Training, Northeast Utilities) and Daniel Esty (Commissioner, Connecticut Department of Energy and Environmental Protection). The Partnership is charged to propose investments and alignment of resources to support growth of green job opportunities and build a green talent pipeline to educate and train the skilled workers to fill those jobs.

2012 Highlights

CETC's efforts in 2012 focused on exploring and developing opportunities to align Connecticut's workforce/talent-development strategy with State jobs creation efforts. Working through its committees and work groups, in 2012 CETC:

- Studied the workforce-related priorities and challenges of targeted industry sectors, economic drivers critical to state economic growth.
- Analyzed the challenges impacting different segments of the state's talent pipeline: youth and the future workforce; higher education students; incumbent workers; dislocated workers; aging workers; special populations, etc.
- Reviewed 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.
- Developed policy recommendations to align effective workforce-related resources, investments and strategies with State economic development strategies to create and grow jobs.
- Began to assess and report on the impact of these efforts.
- Re-established data sharing agreements among major education agencies and CTDOL necessary to produce a Legislative Report Card in 2013 after a two-year hiatus.

In 2012 CETC committees and work groups produced several reports addressing key workforce policy matters (accessible at: www.ctdol.state.ct.us/OWC/CETC/CETC.htm), including:

- *Workforce Investment Strategies in Healthcare: Recommendations for Aligning Connecticut's Healthcare Workforce Supply and Demand* (Allied Health Workforce Policy Board's 2012 Annual Legislative Report)
- *Phase One Report: CTDOL-Administered Training Programs Relevant to Advanced Manufacturing – Preliminary Observations and Recommendations* (Advanced Manufacturing Work Group)
- *Supporting Career Advancement for Low-Skill Adults* (Career Advancement Committee)
- *Connecticut Green Jobs Workforce Report and Recommendations* (Green Jobs Partnership)

These wide-ranging efforts culminated in production of CETC's 2012 Annual Plan, adopted in September. The plan synthesizes the best thinking of the committees and work groups into a single document as a workforce/talent-development policy/strategy blueprint for action in 2013 and beyond. These CETC-endorsed strategies and recommendations are a mix of proposed policy initiatives, administrative actions and resource-dependent options. Following-up on these proposals in practical ways to promote their adoption and implementation will serve as the focus for CETC's efforts in 2013. The recommendations are as follows:

Recommendation 1: Incumbent Worker Training

CETC supports the resubmission of legislation designed to consolidate various State-supported incumbent worker training efforts into a single, consolidated program, with consistent administrative oversight provided by CTDOL. The program should be streamlined, business-friendly and responsive to the needs of targeted industry sectors with particular focus on new businesses that have not engaged in the program in the recent past. Incumbent worker programs should target key state sectors of healthcare, manufacturing, life sciences and green industries, allow for both basic skills and technical training, and lead to industry certifications and the awarding of college credit where appropriate. The program should also allow for the provision of support services to those who need childcare and transportation to participate. State funding for incumbent worker training should be set at a competitive level.

Recommendation 2: Training Cost and Resources

Financial aid is both a federal and state investment in education. With several pieces of federal legislation due for reauthorization (TANF, WIA), CETC calls for flexible funding for the pursuit of non-credit training within these bills. CETC recommends that the Governor work with our Congressional delegation to propose increased funding for and expansion of federal financial aid to cover non-degree programs that lead to industry recognized credentials. State financial support should be increased and expanded to encourage enrollment in post-secondary non-degree technical courses that lead to industry-recognized credentials relevant to targeted occupational openings in priority sectors, including manufacturing and health care. The Board of Regents should clarify the use of the state financial aid funds and track usage.

Recommendation 3: Leveraging Resources

To be able to coordinate and leverage investments that support the Governor's vision it is necessary to identify the full array of funds that might be utilized to underwrite career advancement activities. OWC will take the lead in producing a comprehensive real-time inventory of all relevant funds and resources among state agencies, the Workforce Investment Boards, community foundations and other stakeholders that support workforce education and training. CETC's Career Advancement Committee should develop a plan to gain agreement among key community foundations and philanthropic entities to focus their investments over a multi-year period to support contextualized learning in conjunction with state and federal resources. OWC, the Career Advancement Committee and its community foundation and philanthropic members should evaluate the outcomes of these investments.

Recommendation 4: Credentialing

The State should act in a coordinated manner to identify and adopt specific, nationally-recognized, industry-validated credentials/certifications – across the broad spectrum of workforce/talent-development, education and training programs and services – as the foundation for curriculum content and to validate program completion. CETC recommends that OWC, in conjunction with CSDE, Board of Regents for Higher Education, UConn and the Connecticut Workforce Development Council develop proposed standards, alignment of curricula and program content across systems (workforce/talent system, K-12, higher education, adult education) and action steps to implement necessary changes. Proposals should be provided to CETC by December 2013, with CETC's recommendations to the Governor, State Board of Education and Board of Regents due by January 2014.

Recommendation 5: Contextualized Learning

CETC recommends increasing support for implementation of contextualized learning programs (I-BEST, etc.) for low-skill adults, including maximizing the use of WIA Title II funding, considering effective models such as the State of Washington's I-BEST Opportunity Fund. CETC's Career Advancement Committee, with technical assistance and support from OWC, Board of Regents and CSDE, should track the impact of these programs on target populations, and make recommendations about future funding. The committee's analysis should be submitted for CETC review by September 2013 with CETC's recommendations to the Governor due by December 2013.

Recommendation 6: Youth Career Pathways Strategy/System

Connecticut should develop and implement an effective career pathways strategy to ensure that all students, beginning no later than 5th grade, systematically participate in an ongoing formally structured process of exposure to, information about and experiences in career opportunities, as a core feature of the Student Success Plan required for a Connecticut high school diploma. The career pathways effort should be a grade-appropriate progression from middle school

through high school completion – including the option of completing college degree requirements. Developing this strategy should be a collaborative venture among CSDE, Board of Regents of Higher Education and CETC, operating under the aegis of the CETC Youth Employment Committee (with technical assistance and support by OWC). The Committee should produce a plan with implementing recommendations, including proposed operating standards and specifications, for CETC’s review by December 2013. CETC should make its recommendations to the Governor and Education Commissioner by January 2014.

Recommendation 7: STEM Skills Coordination

CETC recommends establishment of a new STEM Skills Committee as a standing CETC committee, with broad responsibility to define, map, and develop STEM skills-related policy and strategy and direct investment for the state’s STEM pipeline. Participants on the STEM Skills Committee should include selected CETC members and representatives of the Connecticut Department of Labor (CTDOL), Connecticut Department of Economic and Community Development (DECD), Board of Regents for Higher Education/Connecticut State Colleges and Universities, Connecticut State Department of Education (CSDE), Connecticut Department of Energy and Environmental Protection (DEEP), the University of Connecticut (UConn), Connecticut Workforce Development Council, private industry experts and other key stakeholders and partners. Technical assistance should be provided by OWC, with direct engagement by the new state-level STEM Coordinator.

Recommendation 8: Apprenticeship

The Connecticut State Apprenticeship Council, in consultation with OWC, CETC, CSDE and Board of Regents for Higher Education Connecticut State Colleges and Universities, should develop a plan to expand the apprenticeship model to selected occupations in targeted industry sectors. The Apprenticeship Council, working with CETC’s Industry Sectors Committee, should develop a plan to expand the state’s apprenticeship programs to selected careers in manufacturing, allied health, early childhood education, and green industries, no later than June 2013.

Recommendation 9: Industry Expertise

CETC recommends infusion of key industry expertise as part of the permanent staffing in the service delivery model of the CTWorks One-Stop Career System, to improve outcomes for employers seeking to fill job vacancies and for jobseekers pursuing career advancement. Funding should be sought from federal, state, business and philanthropic partners to support this effort. Technical assistance should be provided by OWC. Initial priorities for industry expertise are in allied health and manufacturing.

Recommendation 10: Careers Communications Campaign

CETC should establish an inter-agency/multi-stakeholder Communications Team as a work group of the CETC Industry Sectors Committee to coordinate development and implementation of a comprehensive, multi-faceted, ongoing, vigorous statewide public information campaign to educate targeted audiences about career opportunities in key industry sectors. Technical assistance and support should be provided by OWC. Members of the Information Team should include directors of communication/public information from the Connecticut Department of Labor (CTDOL), Connecticut Department of Economic and Community Development (DECD), Board of Regents for Higher Education/CT State Colleges and Universities, Connecticut State Department of Education (CSDE), Connecticut Department of Energy and Environmental Protection (DEEP), the University of Connecticut (UConn), the CT Workforce Development Council, Chambers of Commerce, and private industry associations.

Recommendation 11: Strategic Intelligence on Data Issues

CETC recommends establishment of an inter-agency/multi-stakeholder Research Team as a work group of the CETC Planning and Performance Committee, to coordinate state-wide collection, analysis and reporting of critical education and workforce-related data, to ensure that CETC has timely access to essential intelligence needed to: track individual student/worker progress across system; identify workforce shortages; produce CETC reports (quarterly dashboard status reviews, the CETC annual plan, the CETC annual report, the annual legislative report card and other related products); and conduct longitudinal studies of education and workforce outcomes. The Research Team should meet quarterly to facilitate information sharing, planning, priority setting, etc. Technical assistance and support should be provided by OWC. Members should include the directors of planning/research from the CT Department of Labor (CTDOL), CT Department of Economic and Community Development (DECD), Board of Regents for Higher Education/CT State Colleges and Universities, CT Workforce Development Council, CT Department of Public Health (DPH), CT Department of Transportation, CT Department of Corrections, CT State Department of Education (CSDE), CT Department of Energy and Environmental Protection (DEEP), University of Connecticut, Chambers of Commerce, and experts from private industry.

Conclusion

The efforts summarized above describe an active past year for CETC, and lay the foundation for an aggressive agenda in 2013. CETC has an important role to play in assuring that workforce-related planning and policy development in Connecticut is strategic, focused, 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 an opportunity to coalesce efforts going forward, to the benefit of the state's workers and employers.

CETC will collaborate with Governor Malloy, Lieutenant Governor Wyman, the General Assembly, Connecticut employers and businesses, State agency partners, regional workforce investment boards, workers, service providers, educators, funders and other stakeholders to develop and sustain Connecticut's essential well-educated, highly-skilled, productive and prosperous workforce.

Information about CETC structure, by-laws, members, meetings, committees/work groups, reports/plans, is available on the web at: www.ctdol.state.ct.us/OWC/CETC/CETC.htm. Or contact:

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