



Governor's Workforce Board
Rhode Island

Today's Vision...Tomorrow's Opportunity



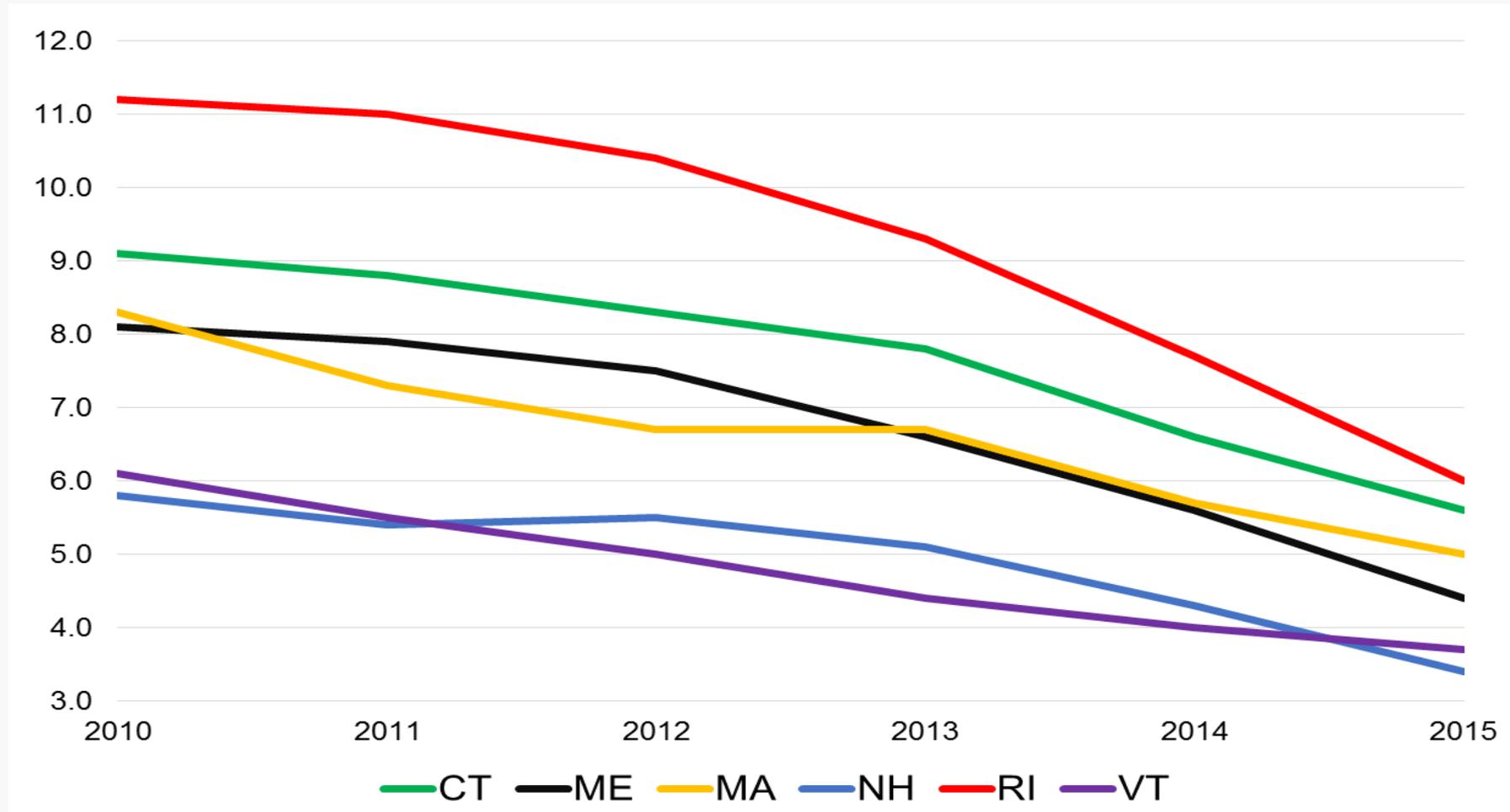
GOVERNOR'S WORKFORCE BOARD – RI
ANNUAL BOARD RETREAT
Thursday, October 20, 2016
Rhode Island College

Objectives and Overview of the Day

1. Four strategy areas, for each, we will reflect on investments and progress made in past two years and look at data to inform future direction
 - Demand-driven and Strategic Investments (60min)
 - Career Pathways (60min)
 - Aligned Policy, Data and Performance (30min)
3. Arrive at a consensus of priorities for FY18-FY19 Biennial Plan
4. Next Steps...
 - Revise/adjust with your feedback
 - Go “on the road” to engage with additional public stakeholders
 - Finalize and submit plan

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

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



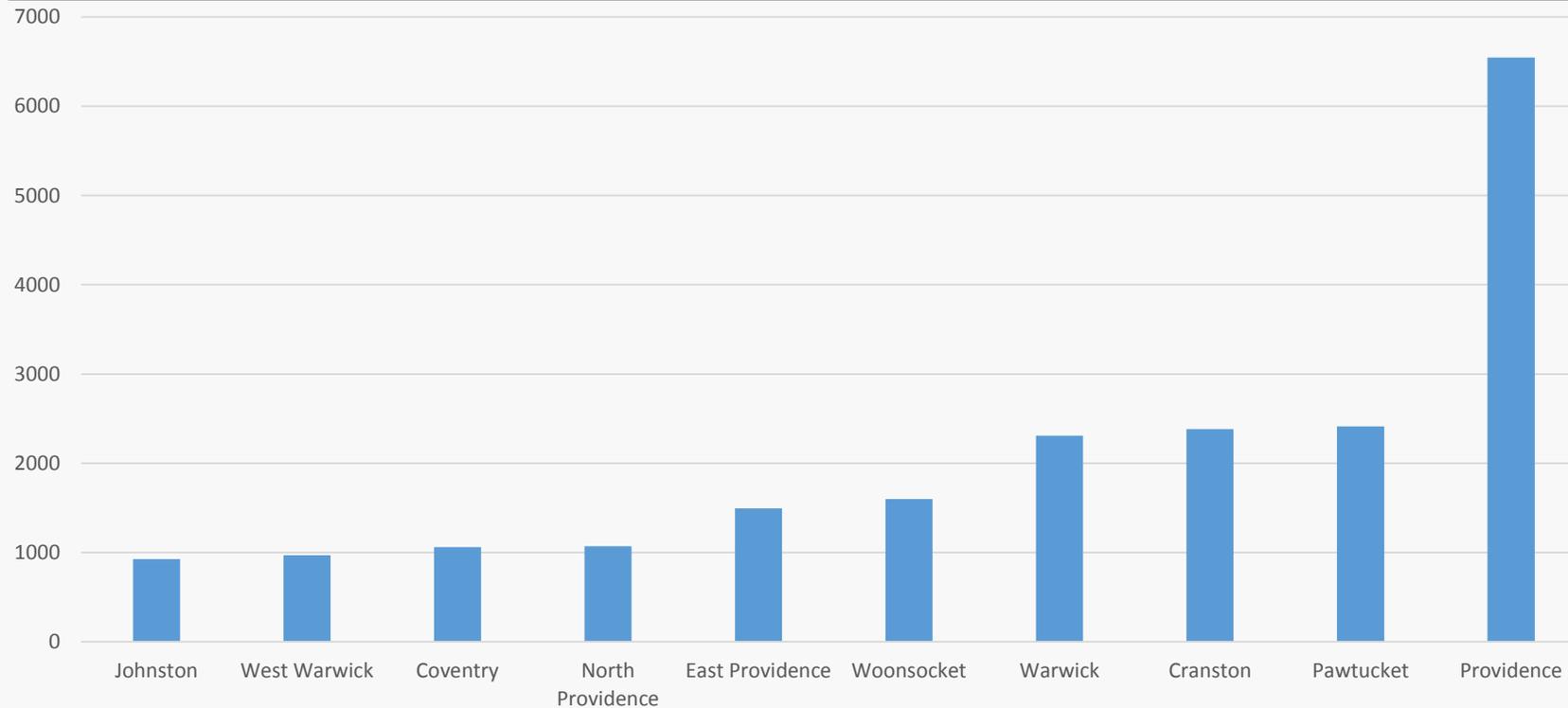
**Seasonally Adjusted
Unemployment Rates
August 2016**

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



Advanced Business Services



Biomedical Innovation



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 and 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 twelve times as many job postings than there are qualified unemployed workers.

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

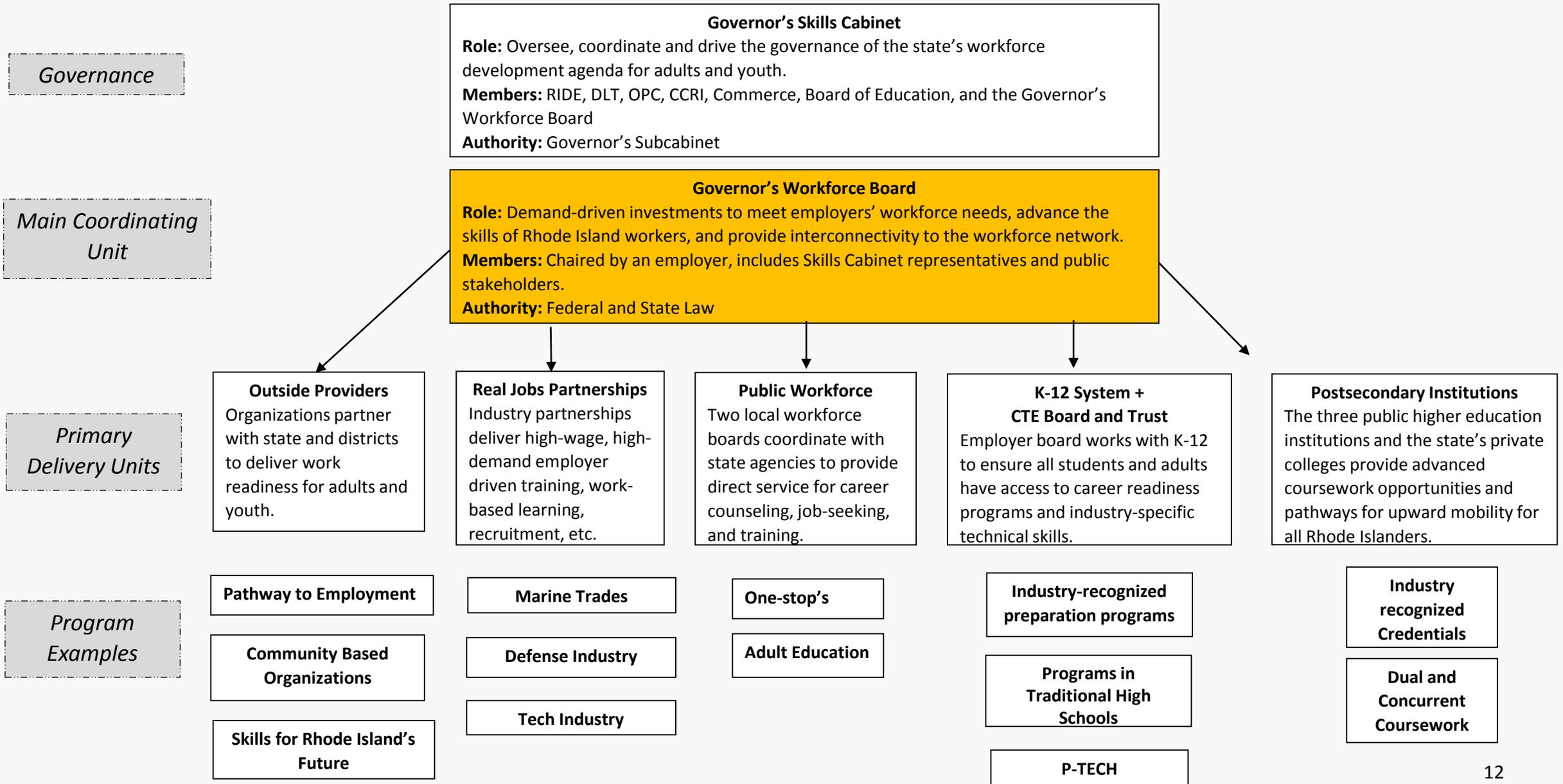
The Governor's Workforce Board serves as the State and Federal Workforce Board

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).

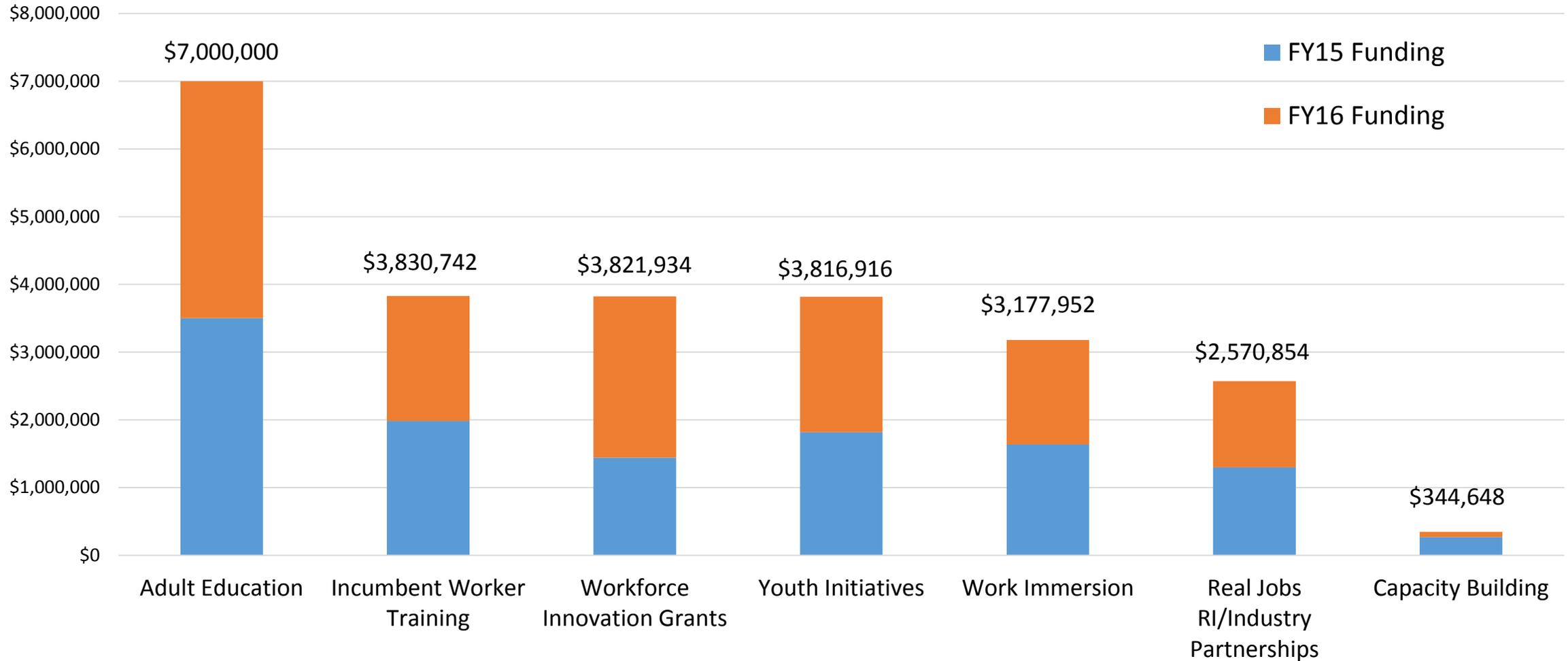
GWB members also serve as the State Workforce Investment Board to oversee the federal Workforce Innovation and Opportunity Act.

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



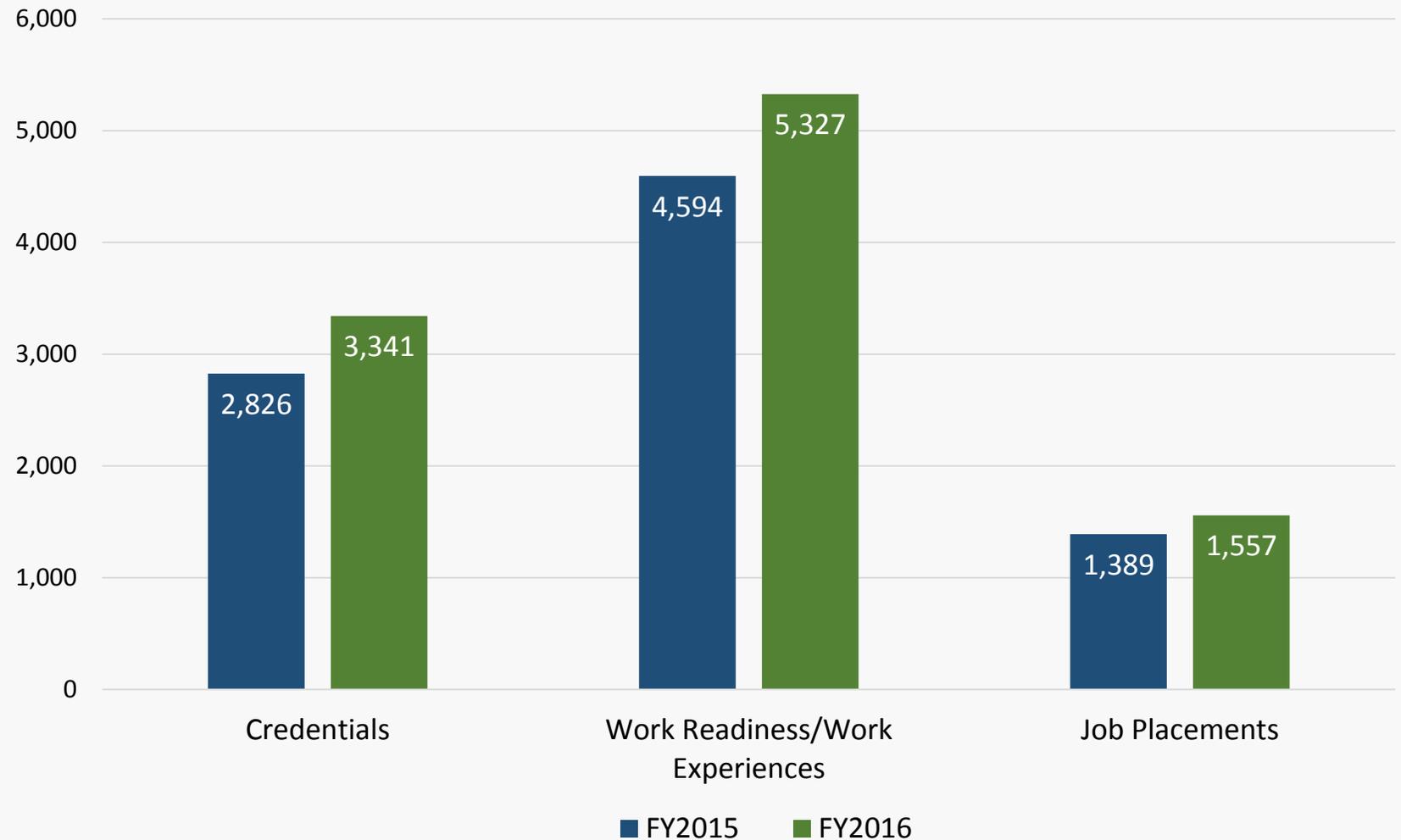
We've made great progress over the past two years

25,489

Individuals served by JDF funds from FY15-FY16

\$24.6 M

JDF Funds Awarded from FY15-16



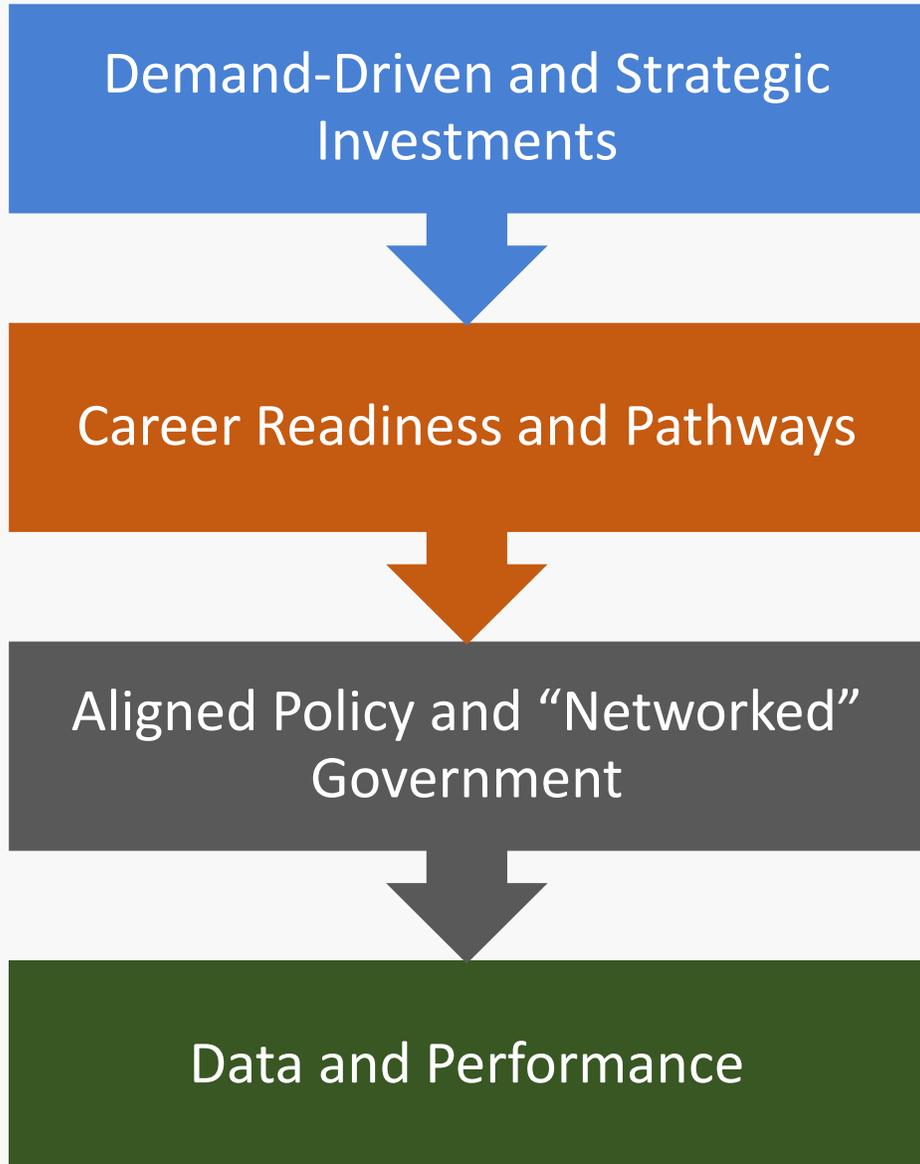
We don't need to come up with a whole new plan- we already know where we need to go...

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)



...we just need to execute and use the right tools to get us there.



1. **Align investments with Brookings Industry clusters demand-driven and strategic investments**, to 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 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.
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

Total Time: 60 min

- Poll question to gauge existing consensus in priority area
- Look back at progress made on priority area
- Quick information/context for new direction
 - Funding in that area
 - Outcomes in that area
 - Data to inform priority
- Discussion (20min)

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

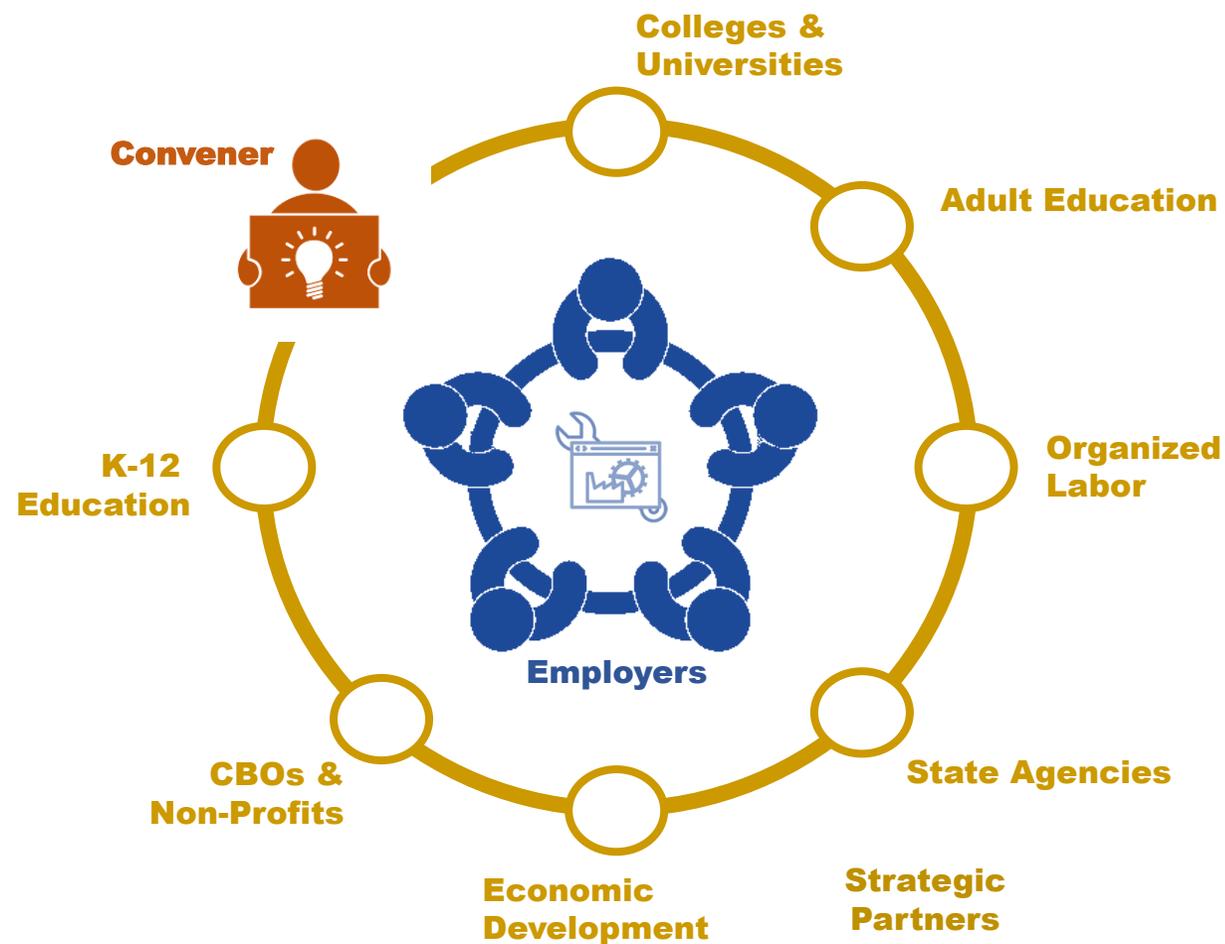
+ = Source: US Bureau of Labor Statistics. Occupational Employment Statistics – Rhode Island. <http://www.bls.gov/oes/home.htm>

Sector/Strategic Partnerships Serve as the Foundation of Real Jobs Rhode Island (RJRI)

Public - Private

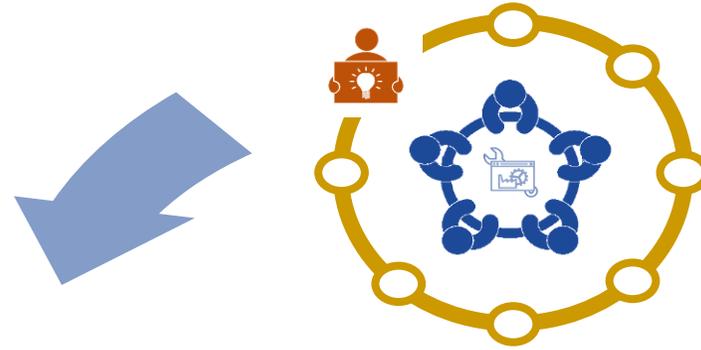


Partnerships



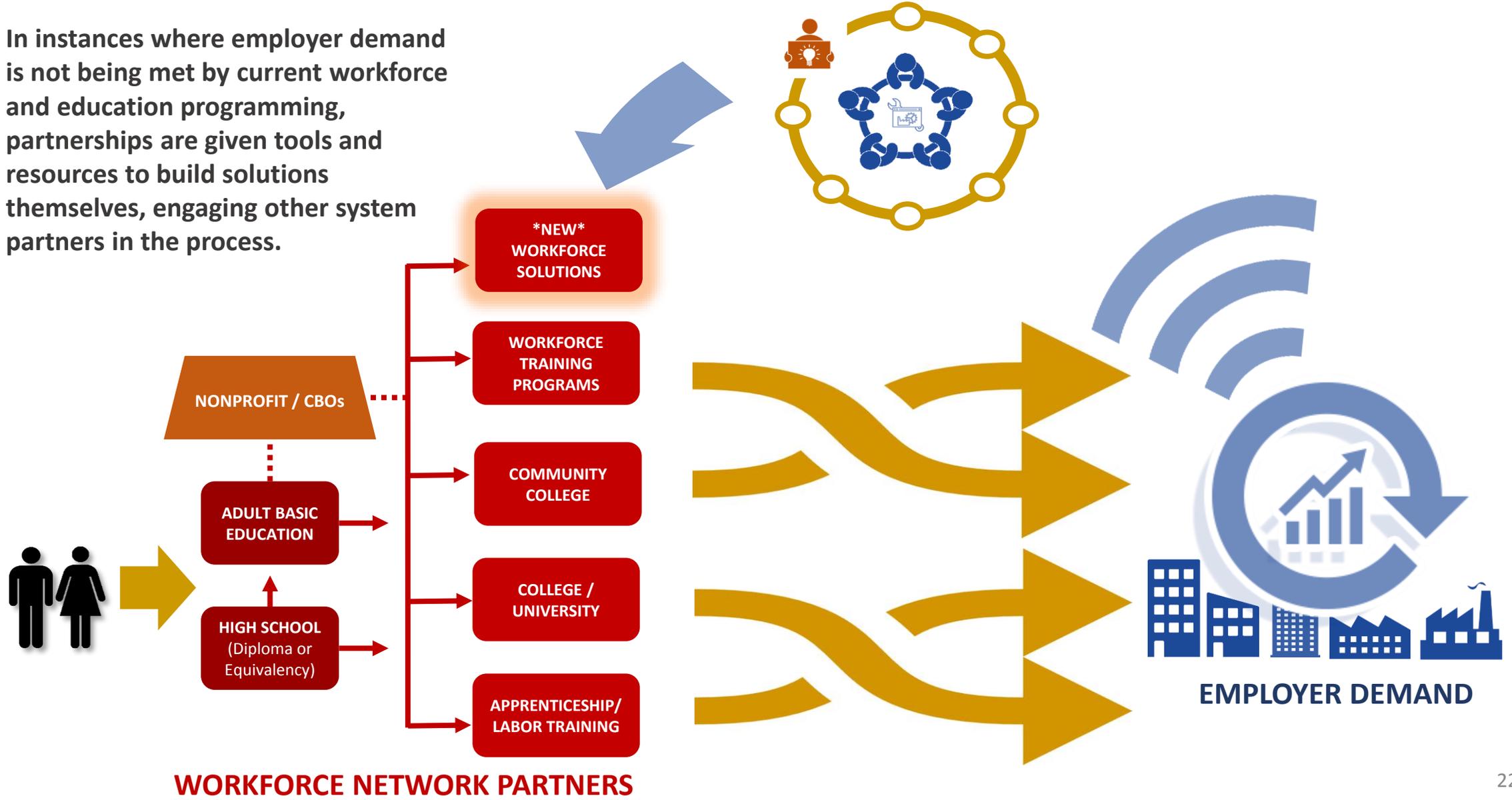
Partnerships Help to Inform/Improve the Programs we *Have*...

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.

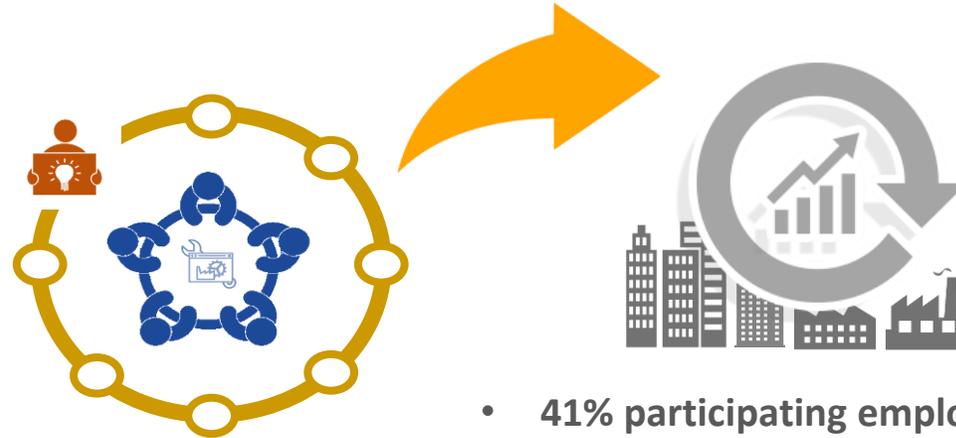
In instances where employer demand is not being met by current workforce and education programming, partnerships are given tools and resources to build solutions themselves, engaging other system partners in the process.



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)



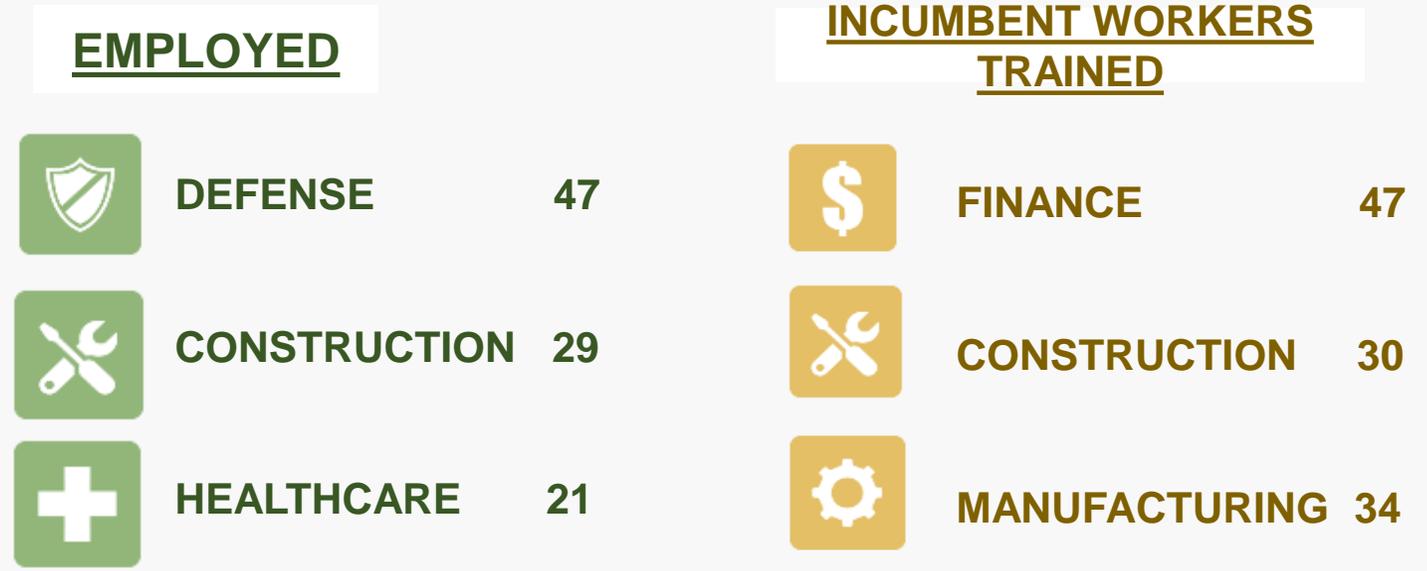
- 41% participating employers report reduction in *turnover*
- 84% participating employers report significant increases in productivity
- 100% employers report participation was valuable from a Human Resource perspective

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





Aligned Career Pathways for Youth and Adults

Total Time: 60 min

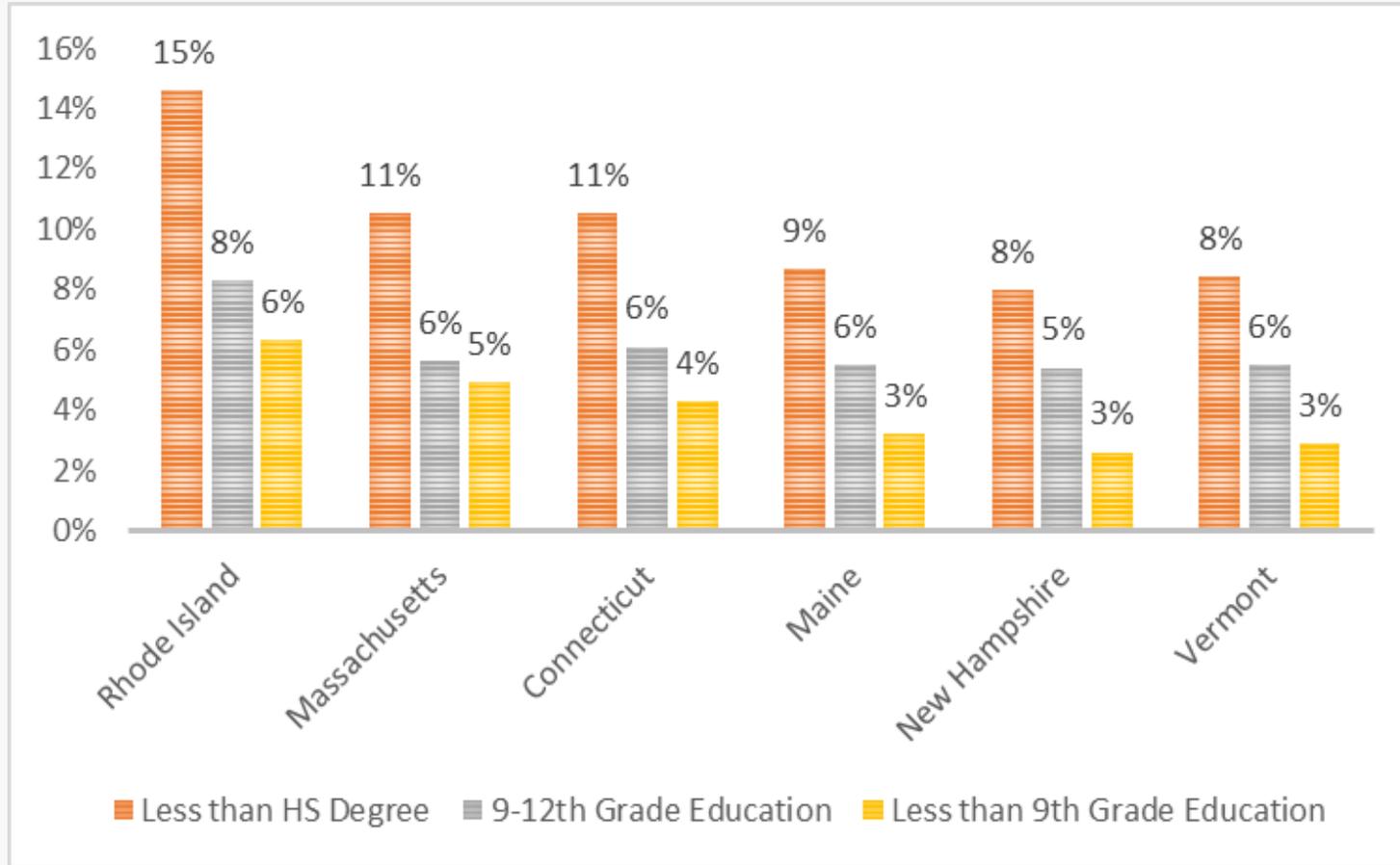
- Look back at progress made on priority area
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A Career pathway is...

.... 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 students and adults to help an individual enter and advance within a specific occupation or occupational cluster.

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



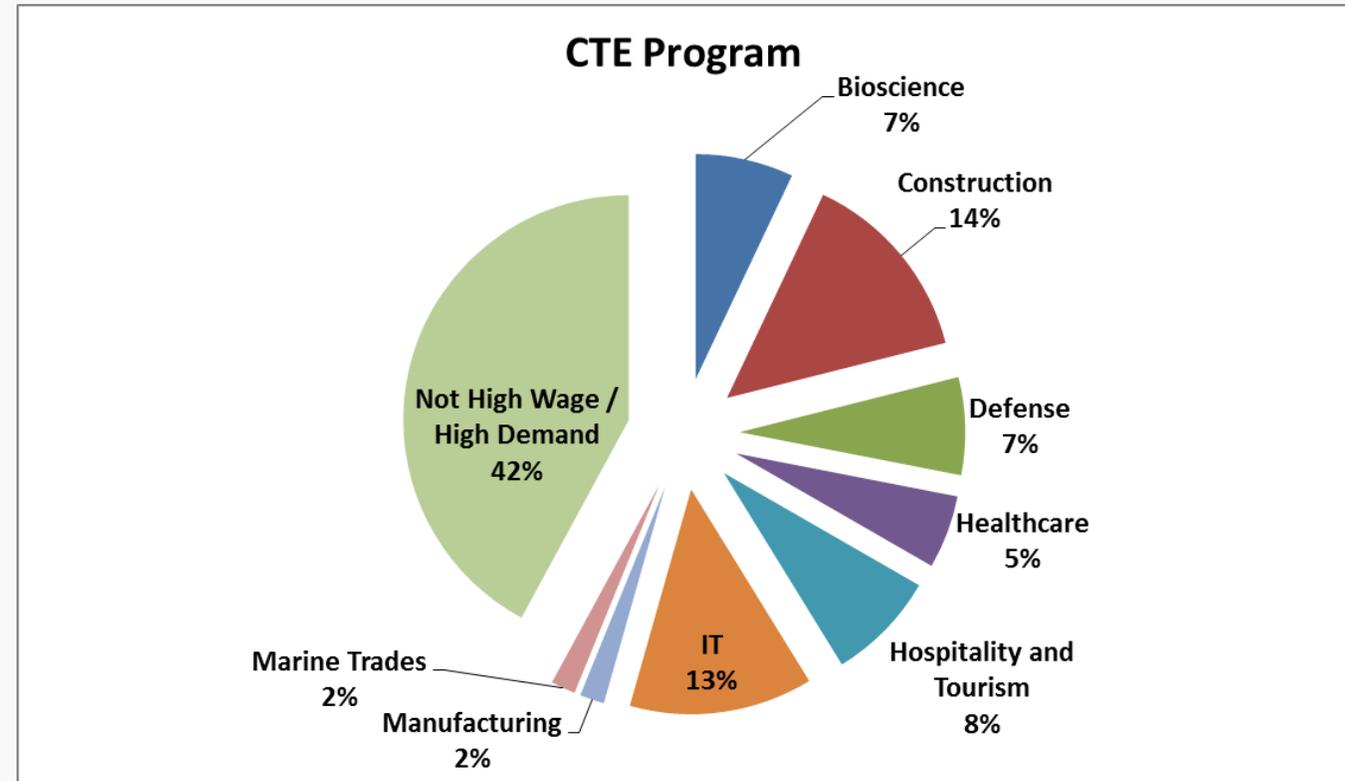
Almost half of enrolled learners increased their education levels, and 1,797 adult learners exited unemployment

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

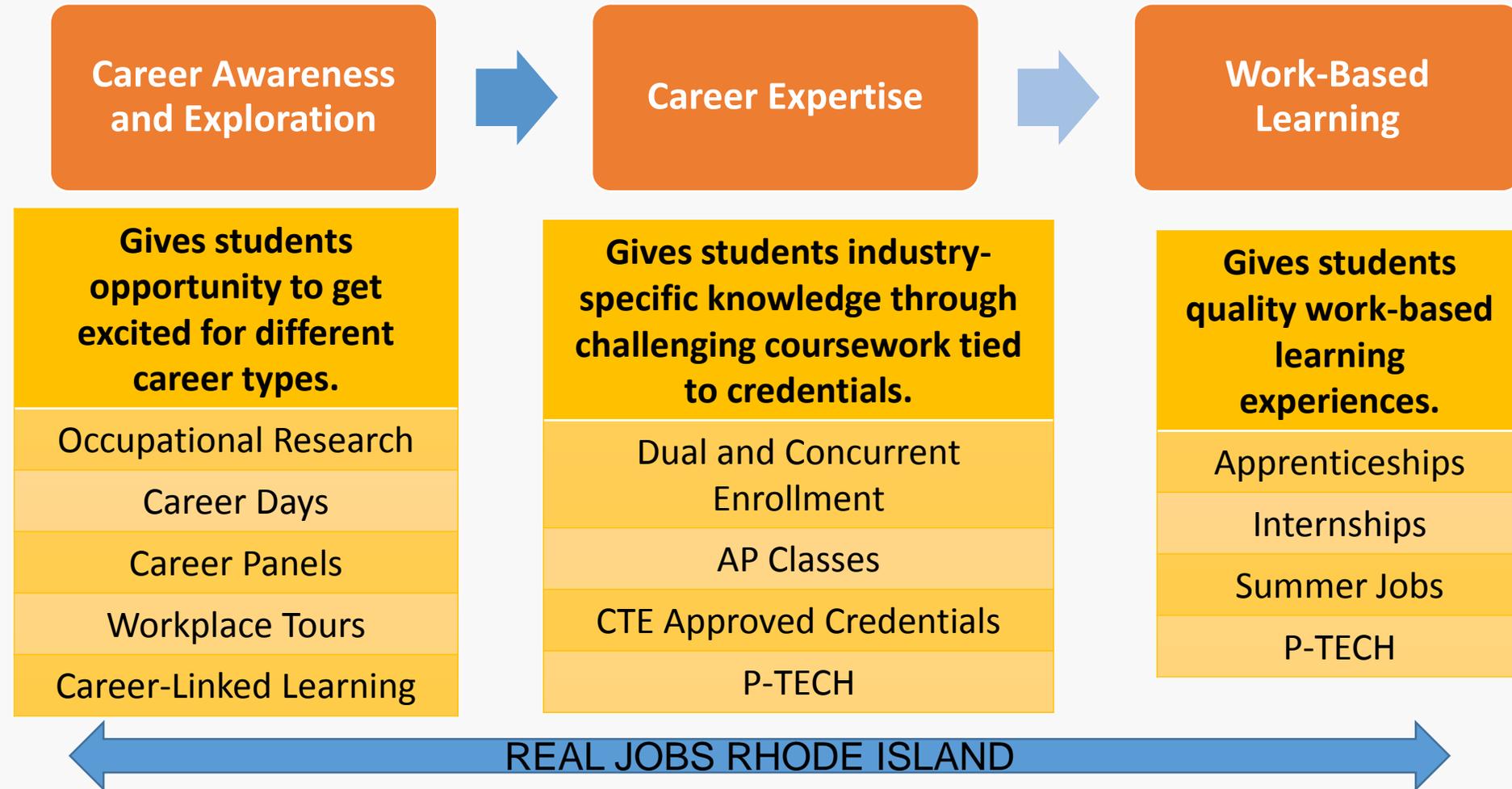
Also, more than half of RI's adult learners identify as Hispanic/Latino often seeking out ESL services in addition to increased literacy and job training.

Rhode Island 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 over 40% of existing career pathway programming (CTE) isn't in high-wage, high-demand sectors.

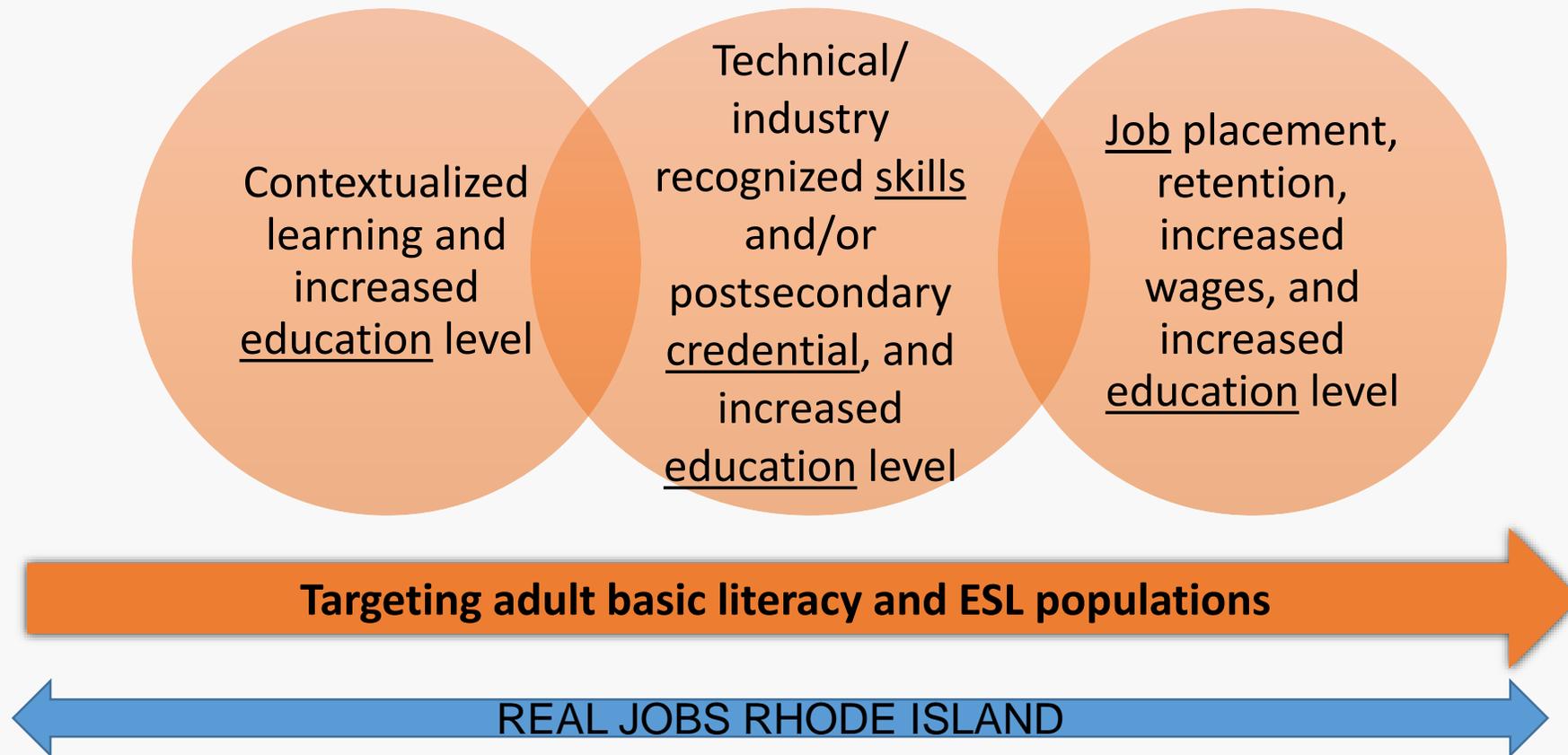


What could a career pathway experience look like for youth K-20?



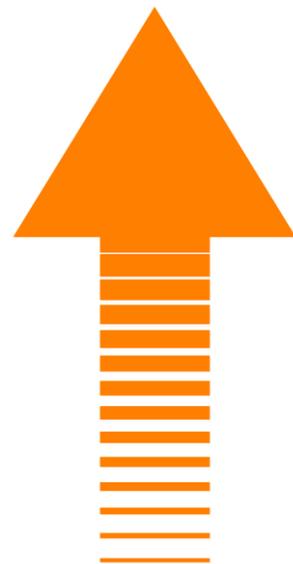
- Comprehensive: Support services all along the way are provide to increase college and career readiness
- Mixed-delivery system: Schools and industry both have a variety of options for ways to engage
- Multiple entry and exit points: Students can easily access and take advantage of different types of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

What could a career pathway experience look like for adults who may be in-between jobs, career, and/or 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

An model of a demand-driven career pathway



	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

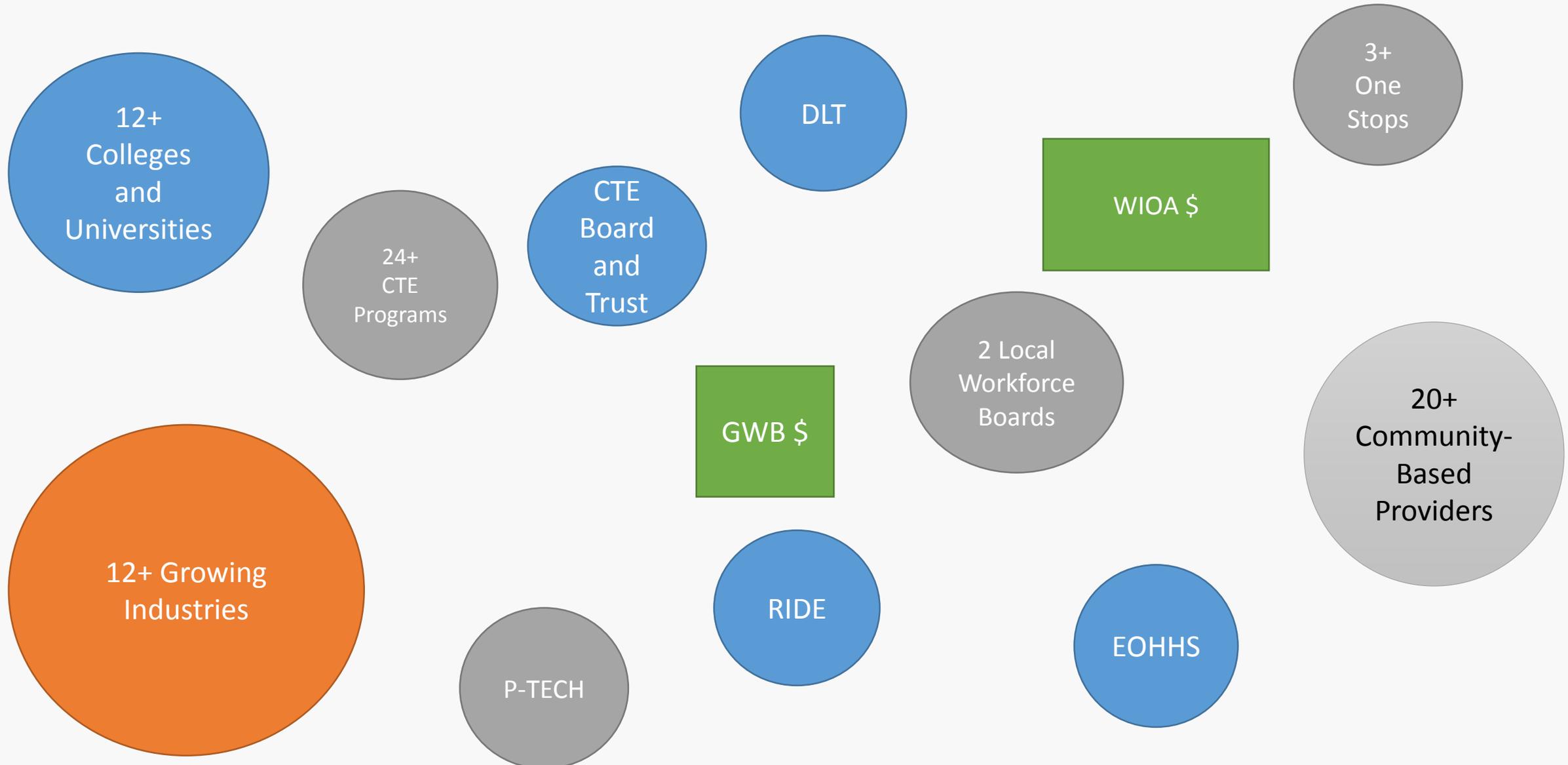
SOURCE: Job postings data comes from Burning Glass Labor/Insight job postings 7/1/15 through 9/30/15, discounted by 20 percent to account for possible duplication. All other data is from EMSI Analyst from 2013-2014. Numbers are not guarantees of job placement.

Aligned Policy and Networked Government

Total Time: 60 min

- Poll question to gauge existing consensus in priority area
- Look back at progress made on priority area
- Quick context for new direction
 - Funding in that area
 - Outcomes in that area
 - Data to inform priority
- Discussion (20min)

We already know Rhode Island has a fragmented workforce system

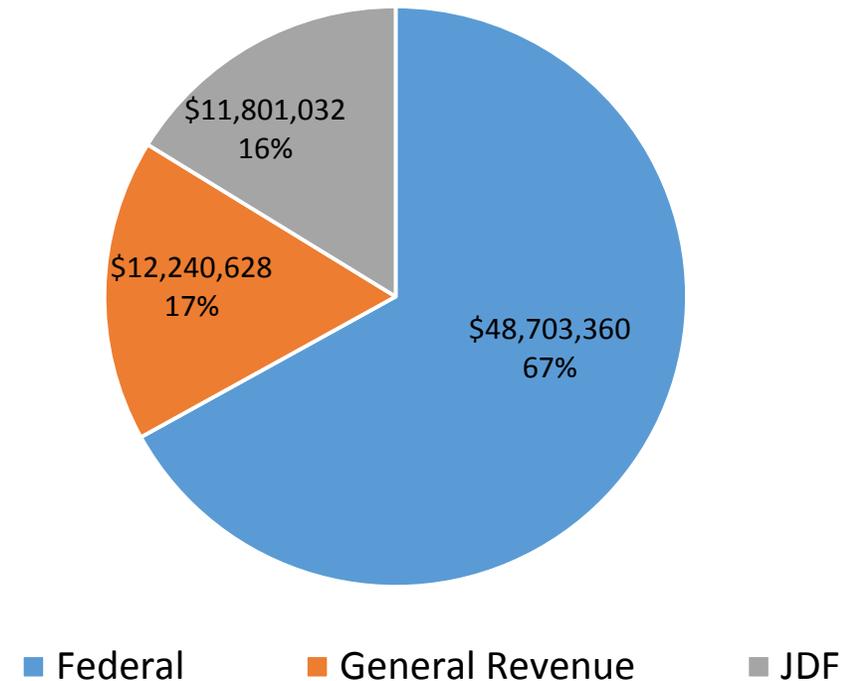


For the average job-seeker in Rhode Island, where do they go to find a job, sign-up for training, or receive career counseling support?

When we look at the entire state workforce network- we have a big impact. And we make considerable investments

FY15 Workforce Development Outcomes	
Participants Served	117,000
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)

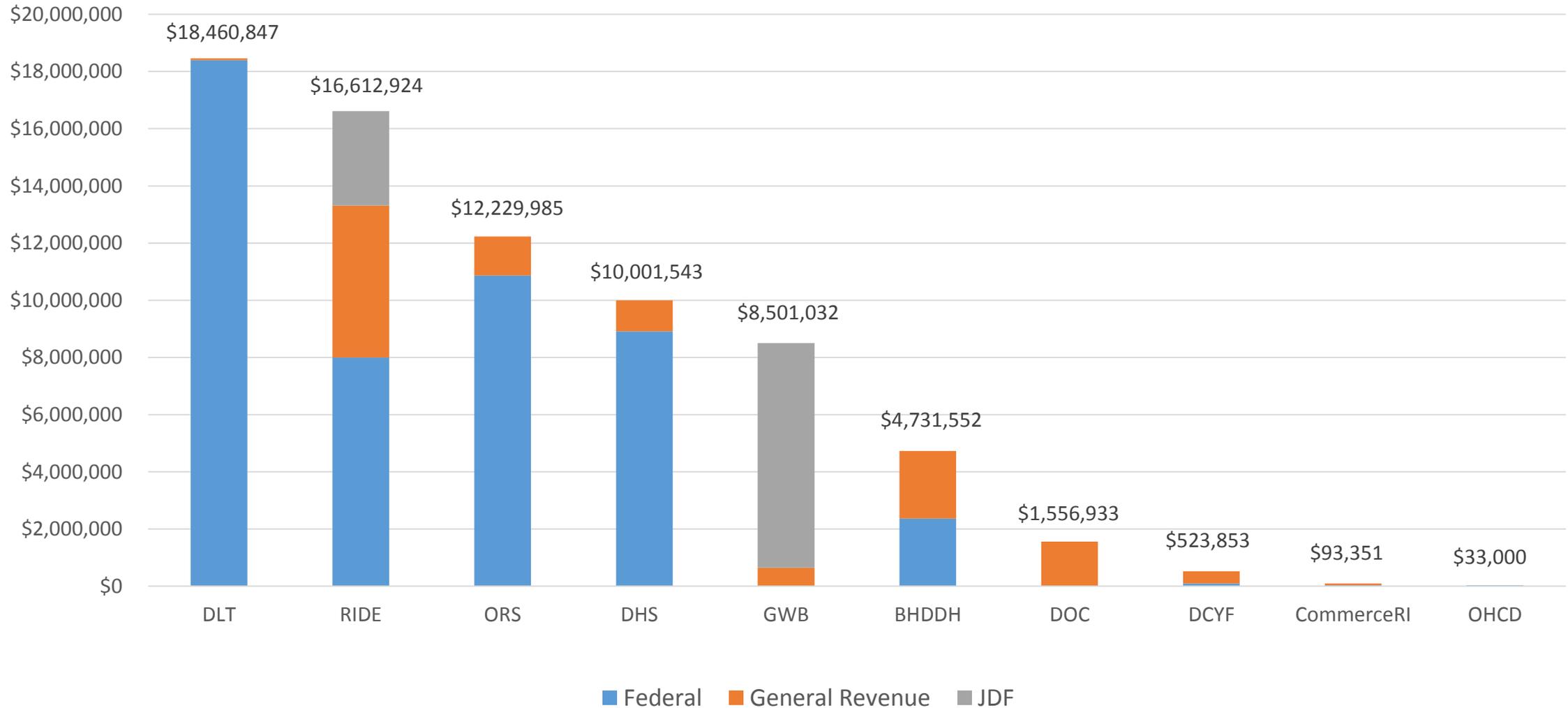


Important Context for Interpreting Data

- **Outcome measure definitions vary among reporting agencies**
- **We don't have a unified definition of a Workforce Development Program:** How do we determine which programs should be included in the UEP? Should it only include certain types of funding or programs that are designed with employment as the outcome?
- **Variation in reporting and budget timelines among agencies:** Agencies may report on outcome measures that correlate with different budget timelines

With various agencies playing their part

RI Workforce Development Expenditures by Agency (FY15)

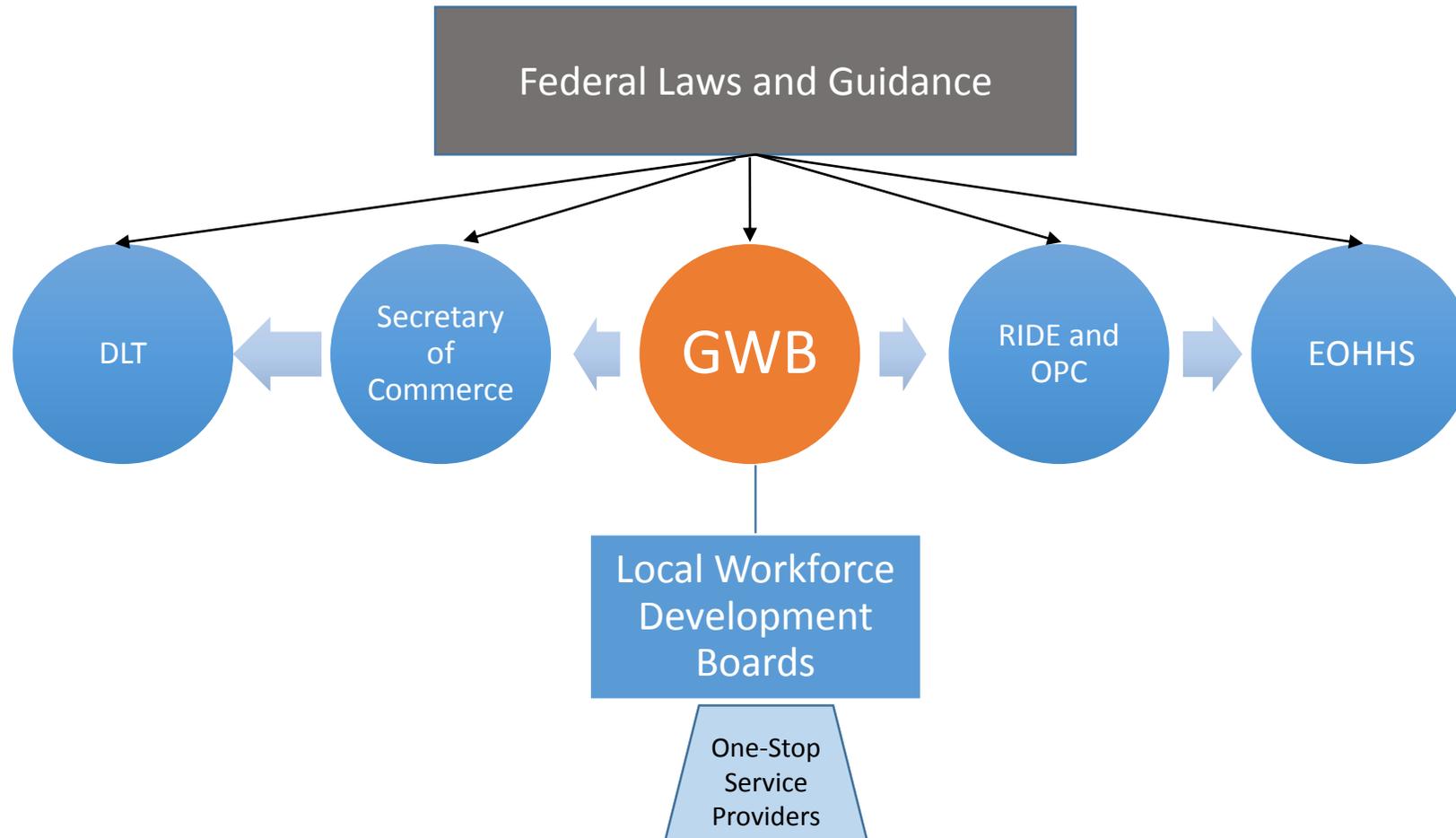


While we can attempt to make a system... a more realistic approach is to coordinate the various entities and reinforce a “networked” approach



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

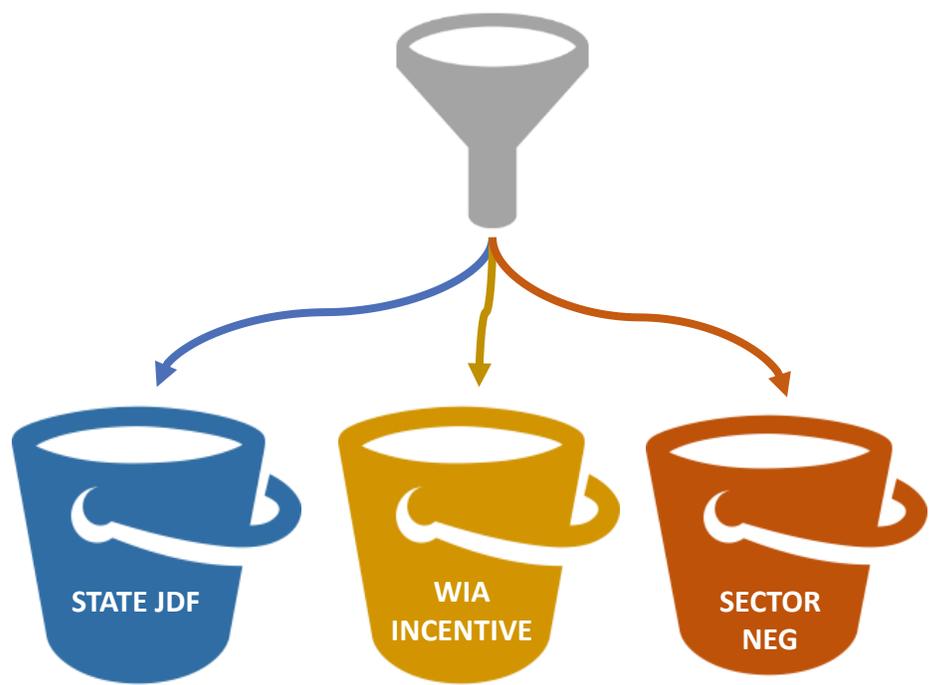
And, the GWB serves to guide workforce funding and policy by way of the U.S. Department of Labor to align vertically



But we are on the verge of some exciting opportunities



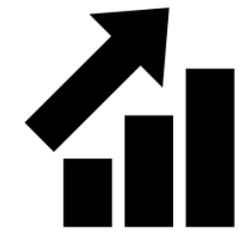
Real Jobs Rhode Island is innovating by **braiding funding**.



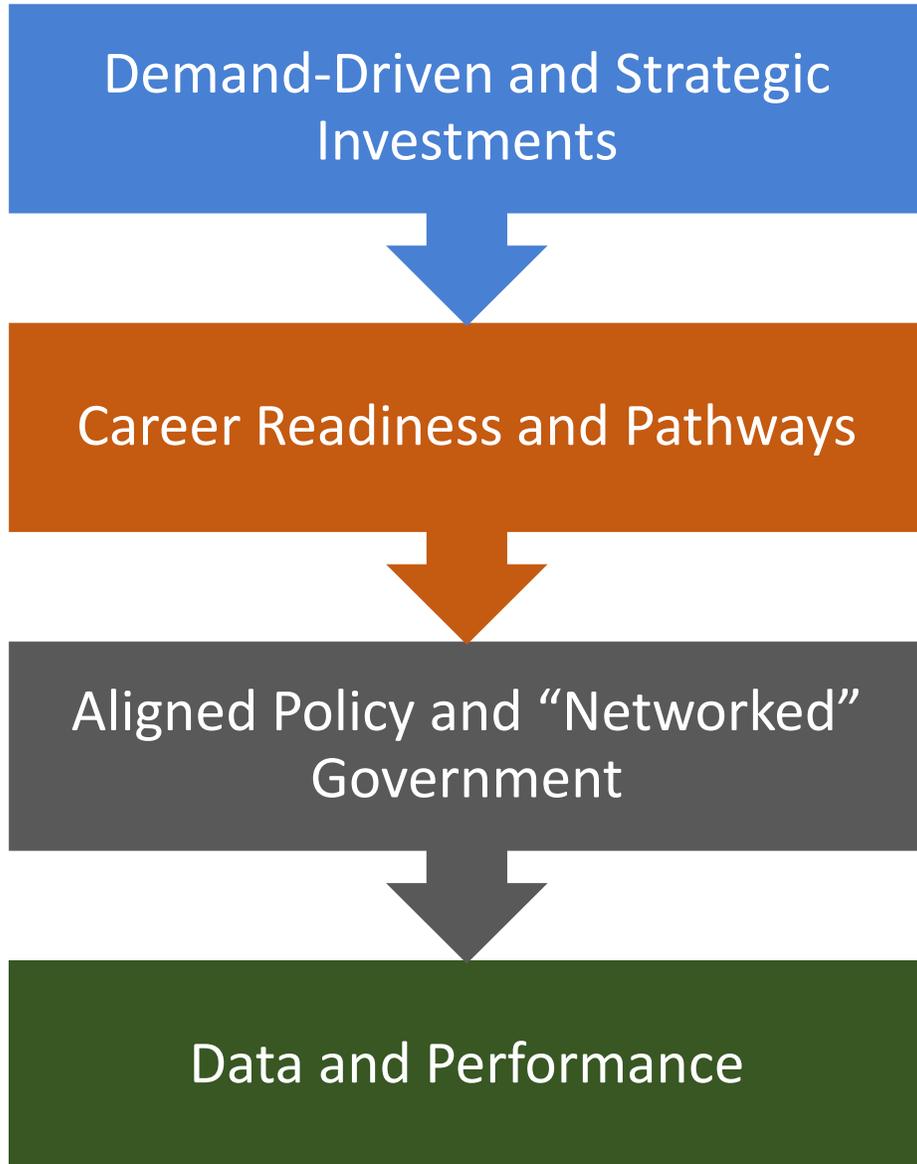
The reauthorization of the Workforce Innovation and Opportunity Act (WIOA) directs the Governor’s Workforce Board to guide policy and work towards **increased coordination**:

- 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.



Setting Board Priorities



1. **Make demand-driven and strategic investments**, to 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 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.
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. **Use data** to guide investments and policy decisions, and evaluate performance to measure return on investments.



Governor's Workforce Board Rhode Island

Today's Vision...Tomorrow's Opportunity



NEXT STEPS.....

- Revise/adjust with your feedback
- Go “on the road” to engage with additional public stakeholders
- Finalize and submit plan

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

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 support growing industry and sector-driven partnerships 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.



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.



Some
Progress

Dual Enrollment

- Rhode Island has more than doubled the number of students who participate and complete dual and concurrent
- 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

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.
- Students 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 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.

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

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 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. 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 <ul style="list-style-type: none">• 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	
3. Establish a unified definition of what the state should count and consider a workforce development program for purposes of the UEP.	