

# Shaping the Future

Today's Preparation, Tomorrow's Success

## Puerto Rico Unified State Plan 2024

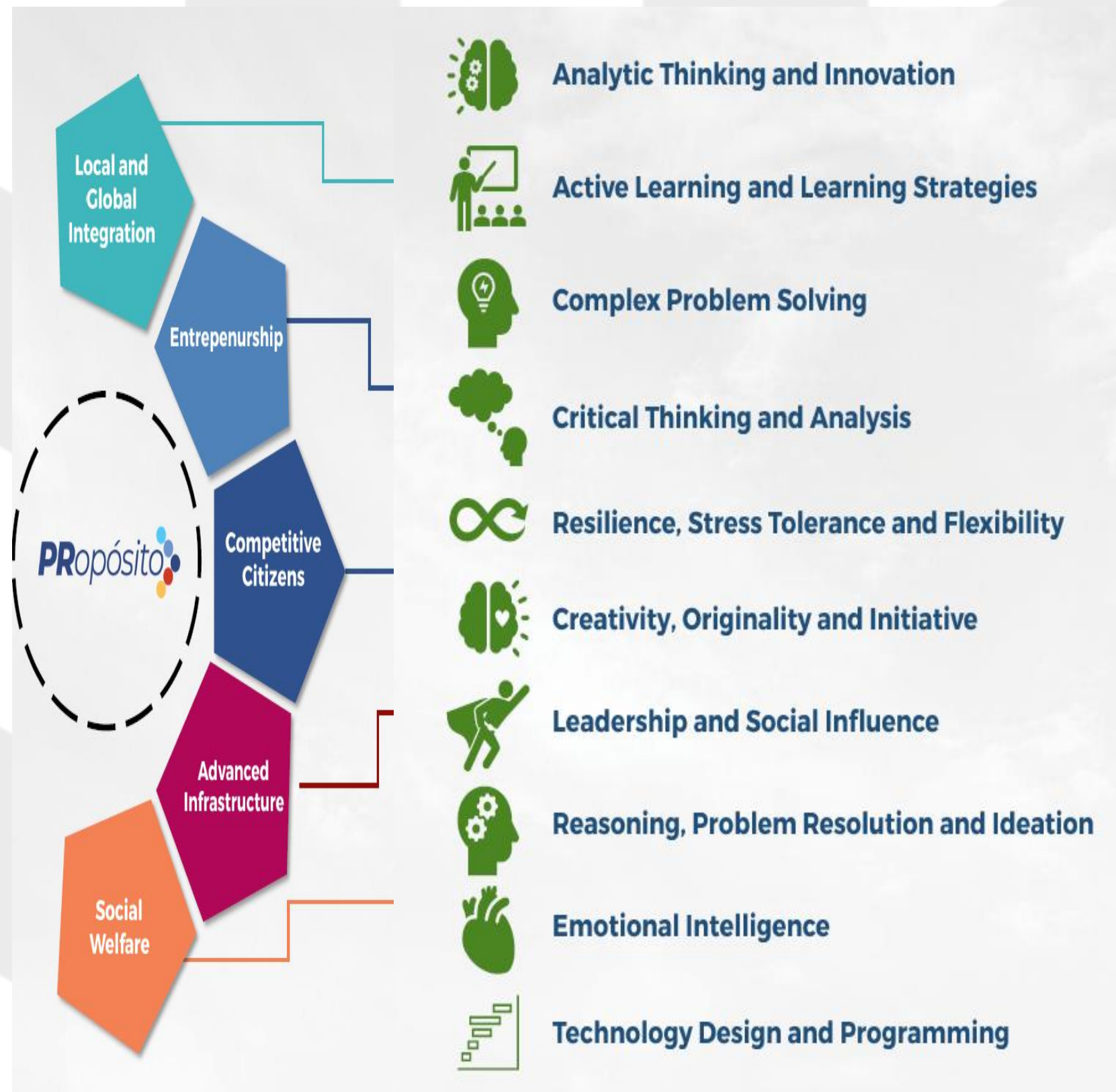
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# Agenda

- Visión del Plan 2024
- Metas Principales
- Estrategias del Plan
- Pilares Comunes del Plan
- Medidas de Ejecución
- Actividades - Core Programs







# VISIÓN

Establecer un ecosistema laboral en el que se creen ciudadanos competitivos enfocados en cuatro pilares:

Tecnología,  
Modernización  
Integración, y  
Competitividad

Mejorar el talento y la  
eficacia de la fuerza laboral





## A well-functioning talent ecosystem typically has...

Non-exhaustive

### Strong labor force

- Universal high school completion
- High school graduates with strong aspirations and direction
- High levels of post-secondary attainment
- High levels of employment, high labor force participation rate

### ...enabled by the right programs in place, at the right scale...

- Early career exposure during high school
  - Internships & apprenticeships
  - Partnerships between industry and higher ed to shape enrollment targets and curriculum
  - Upskilling / reskilling opportunities for incumbent workers
  - Accessible and affordable higher education
- Programs focused on increasing labor force participation



### ... supported by effective & coordinated govt, education, and industry action

- Coordination among agencies
- Alignment and consistent prioritization on priority industries
- "One stop shop" for industry and job seekers
- A tight feedback loop between industry and education to enable ongoing degree program portfolio evolution and curriculum dev. in line with shifting industry needs
- Shared data on talent surpluses and shortages by role (and skill) at a granular regional level



## Initial findings show Puerto Rico has key challenges across the main pillars

Non-exhaustive

### Right programs in place, at the right scale

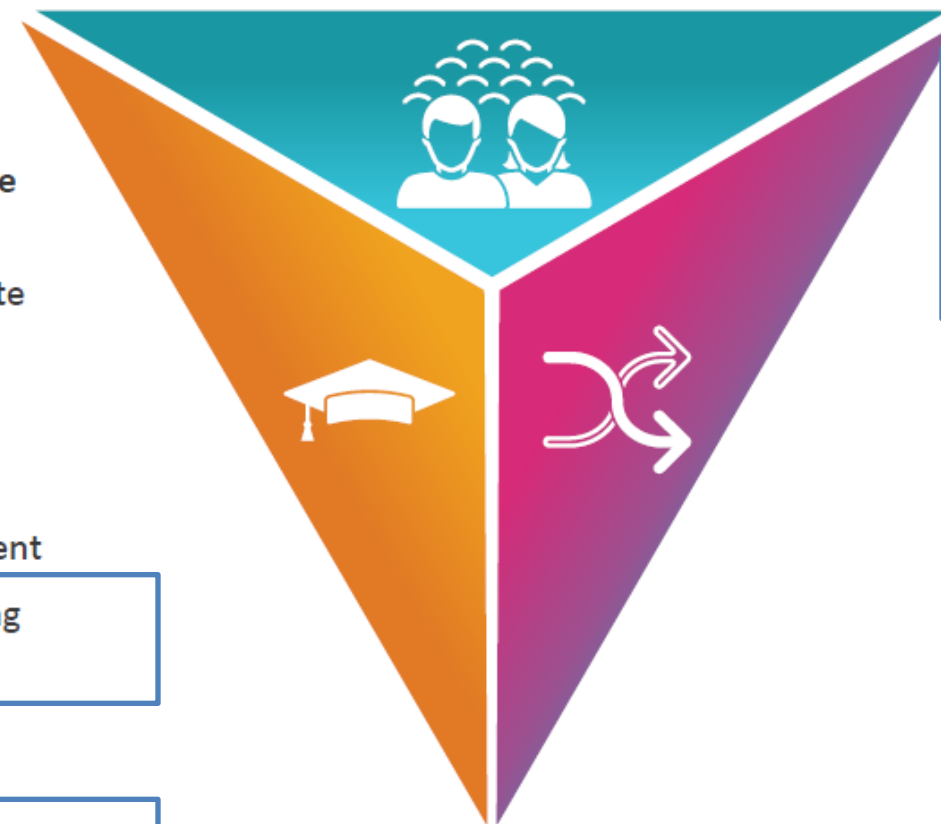
- 3 Inflexible higher ed delivery models that don't meet needs of younger generation
- 4 Despite emergence of well-regarded short-form computer science credentials (e.g., Holberton, Engine 34), not at scale
- 5 Lack of public community colleges, and limited private trade schools
- 6 UPR emphasizes STEM degrees, and has nationally renowned, low-cost STEM programs, but college curricula do not map to evolving industry needs, particularly in compsci and there is declining enrollment
- 7 Insufficient digital access for hybrid & remote learning models
- 8 Relatively low college graduation rates; students ill-prepared and / or unsupported in college transition
- 9 Only US state / territory without career training centers, limiting deployment of WIOA funds
- 10 Very limited opportunities for "on-the-job" training for incumbent workers

### Strong labor force

- 1 Bilingual workforce, but talent shortage for technology workers, particularly in computer science fields
- 2 Lack of skilled trade and construction workers

### Effective and coordinated govt, education, and industry action

- 11 Weak relations between employers and education limiting sharing of labor market data and alignment between industry needs and higher ed pipelines
- 12 No clear owner for talent development / workforce initiatives
- 13 Insufficient K12 / early exposure to tech related careers, need for CTE/PTECH models at young ages to set students up for success and increase familiarity
- 14 Lack of concerted effort to retain and recruit back Puerto Ricans
- 15 4-year cycles interfering with sustainability of workforce development initiatives





# Metas



- 🌐 **META 1:** Capital Humano y Fuerza Laboral - Desarrollar el talento basado en el desarrollo económico de Puerto Rico a través de oportunidades de desarrollo profesional adaptadas a las necesidades del mercado global y local.
- 🌐 **META 2:** Colaboración Interinstitucional: Modernizar los sistemas de gestión de la información para integrar las nuevas tecnologías en armonía e integrar iniciativas de colaboración en el contexto de atender un mercado globalizado en constante cambio.
- 🌐 **META 3:** Mercado Ágil y Competitivo - Fomentar el desarrollo y expansión de programas sólidos de aprendizaje registrado en todo Puerto Rico, dirigidos a mejorar la productividad y competitividad dentro de diversas industrias. A través de la colaboración estratégica entre las partes interesadas, priorizar el establecimiento de iniciativas de aprendizaje adaptadas a las necesidades específicas de los sectores clave, equipando así a las personas con habilidades y credenciales de alta calidad alineadas con las demandas del mercado laboral en evolución.
- 🌐 **META 4:** Alianzas estratégicas y multisectoriales - Diseñar un ecosistema diverso y autosustentable a través de nuevas oportunidades de desarrollo económico, laboral y educativo.

# Estrategias Operacionales del Plan Estatal

**Crear valor** acelerando la **capacitación** y la recualificación del talento

**Transformar** para crear una experiencia **simple** y **conectada** entre la industria, la academia y la fuerza laboral

**Construir** un sistema de **regulación integrado** compatible para el futuro

**1**  
Integración y Evolución de sistemas proporcionando Inteligencia Operacional a través de Conexiones Digitales (2 niveles)

**2**  
Implementación de soluciones modernas, incluyendo alianzas y estructuras operativas, teniendo como eje la ejecución de Áreas Locales

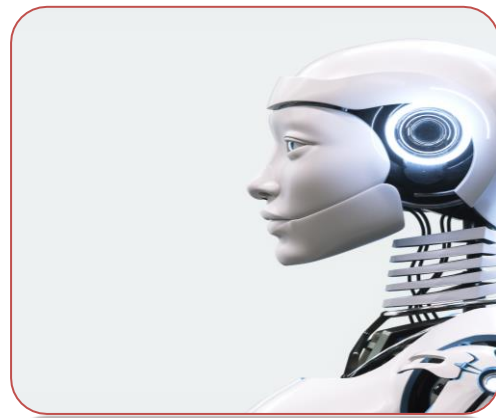
**3**  
Planificación interinstitucional del talento para aumentar la disponibilidad de mano de obra en todos los sectores

**4**  
Competencia: Evolucionar hacia un modelo competitivo que promueva la innovación, la ejecución y el cumplimiento

Mejorar las capacidades de la fuerza laboral mientras se aumenta la utilización y eficacia de los fondos

## PILARES COMUNES DEL PLAN

### TECNOLOGÍA



Alinear los sistemas tecnológicos utilizados con las realidades del mercado actual

### MODERNIZACIÓN



Identificar soluciones tangibles que conduzcan a las mejores prácticas para la identificación y capacitación del capital humano disponible en Puerto Rico, seguido de su ubicación efectiva

### INTEGRACIÓN



Trazar un rumbo dinámico entre las agencias, la industria, la academia y la fuerza laboral requeridas para abordar las necesidades del mercado dinámico

Crear un plan que defina los métodos operacionales de todas las Áreas Locales

### COMPETITIVIDAD



Desarrollar una estructura dinámica y coherente donde el capital humano pueda recibir todos los servicios de manera efectiva, creando un ecosistema donde las áreas locales operen bajo un modelo competitivo basado en una ejecución eficiente centrada en la competencia leal





# Áreas de Impacto en el Desarrollo Económico

Según los resultados de los estudios de 21<sup>st</sup> Century existen 6 grupos principales que tendrían el mayor impacto en el desarrollo y crecimiento económico

- 🌀 Talento de ingeniería para diseñar nuevos procesos de negocio e impulsar la innovación en productos, una prioridad particular para las industrias de fabricación avanzada, farmacéutica y aeroespacial.
- 🌀 Informáticos con educación universitaria
- 🌀 Trabajadores con habilidades tecnológicas específicas (con preparación menor a un título de cuatro años) para respaldar las funciones digitales y técnicas en todas las industrias, por ejemplo, ciberseguridad, datos y análisis.
- 🌀 Trabajadores calificados para apoyar el comercio y la construcción
- 🌀 Talento en ciencias naturales - necesario para mantener la ventaja competitiva en el sector biofarmacéutico
- 🌀 Talento empresarial para impulsar la implementación exitosa de proyectos, con un enfoque particular en la necesidad de los gerentes de proyectos.

Source: 21stCentury Workforce Project Phase 1 Deliverable / January 2023

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## Puerto Rico Unified State Plan 2024

### MEDIDAS DE EJECUCION

DEPARTAMENTO DE DESARROLLO  
ECONÓMICO Y COMERCIO  
**DDEC**





# Medidas de Ejecución

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- Las medidas de ejecución bajo la Ley de Oportunidades y de Innovación de la Fuerza Laboral (WIOA) son fundamentales para garantizar la eficacia y responsabilidad de los programas financiados por la ley.
- Estas métricas son utilizadas para evaluar el éxito de los programas en alcanzar sus objetivos principales de mejorar las oportunidades de empleo, educación y adiestramiento para los participantes.



# Medidas de ejecución para Adultos y Trabajadores Desplazados

- ✓ **Tasa de Empleo en el Segundo Trimestre:** Porcentaje de participantes que están empleados en el segundo trimestre después de salir del programa.
- ✓ **Tasa de Empleo en el Cuarto Trimestre:** Porcentaje de participantes que están empleados en el cuarto trimestre después de salir del programa
- ✓ **Mediana de Ganancias: Ganancia Media:** Incremento promedio en los salarios de los participantes después de salir del programa.
- ✓ **Obtención de Credenciales:** Porcentaje de participantes que obtienen certificaciones, diplomas o títulos reconocidos durante la participación o dentro de un año después de salir del programa.
- ✓ **Ganancia de destrezas:** Porcentaje de participantes que demuestran un aumento en sus destrezas medido por evaluaciones estandarizadas.



# Medidas de ejecución para Jóvenes

- ✓ **Tasa de Empleo o adiestramiento en el Segundo Trimestre:** Porcentaje de jóvenes participantes que están empleados o matriculados en adiestramiento el segundo trimestre después de salir del programa.
- ✓ **Tasa de Empleo o adiestramiento en el Cuarto Trimestre:** Porcentaje de jóvenes participantes que están empleados o matriculados en adiestramiento en el cuarto trimestre después de salir del programa.
- ✓ **Obtención de Credenciales:** Porcentaje de jóvenes participantes que obtienen certificaciones, diplomas o títulos reconocidos durante la participación o dentro de un año después de salir del programa.
- ✓ **Mediana de ganancias:** La mediana de los ingresos de los participantes que tienen un empleo no subsidiado durante el segundo trimestre después de la salida del programa.
- ✓ **Ganancia de destrezas:** Porcentaje de jóvenes participantes que demuestran un aumento en sus destrezas medido por evaluaciones estandarizadas.

# Efectividad en el Servicio a Empleadores:

- ✓ Evaluación del grado en que los programas del Título I satisfacen las necesidades de los empleadores.
- ✓ Métricas pueden incluir el porcentaje de empleadores que utilizan los programas medulares de WIOA de todos los empleadores en el estado , la retención de los empleados contratados a través de los programas y la recurrencia de los empleadores en utilizar los servicios de WIOA.



# Modelo Estadístico Ajustado (SAM)

- Las metas establecidas para determinar las medidas de ejecución de los programas de Jóvenes, Adultos y Trabajadores Desplazados se han establecido siguiendo el Modelo Estadístico Ajustado según requerido por el Departamento de Trabajo Federal (USDOL).
- El Modelo Estadístico integrado en el Plan Estratégico Unificado 2024 permite un proceso de negociación en cumplimiento con el Programa WIOA y en alineamiento con el resto de la nación.
- El modelo estatal requiere la creación de modelos para cada una de las 15 Áreas Locales de forma independiente. El modelo estatal integra los resultados de todas las Áreas para determinar los niveles de ejecución a nivel de Conexión Laboral. Actualmente los niveles de ejecución se encuentran en negociación con USDOL.
- El modelo establece las metas de ejecución basado en un análisis exhaustivo de parámetros incluyendo entre muchos, resultados de ejecución históricos, diversos factores económicos e indicadores sociales en cada una de las regiones de las Áreas Locales.



## Información de contacto

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## Puerto Rico Unified State Plan 2024

Core Program

DEPARTAMENTO DE DESARROLLO  
ECONÓMICO Y COMERCIO  
**DDEC**



# Strategy # 1: Technology

“Integration and Evolution of Systems providing Operational Intelligence”



- 🌐 Complete the implementation of Co-enrollment or Co-registration in all Core and required Programs through the PRIS Platform
- 🌐 Implement the use of Project Management tools/processes in ALDL, PDL, State Board, DDEC, to manage all WIOA regulations requirements as integrated system projects.
- 🌐 Increase PRIS capacity by integrating new tools available in the market to expand the functionality adding tools to help users gather the necessary statistical data to comply with system execution, determine eligibility, and maintain electronic records.
- 🌐 Develop a Mobile APP for online service requests
- 🌐 Develop technological platforms and policies to continue offering trainings virtually
- 🌐 Develop a Statistical Adjusted Model to measure service delivery outcomes.

# Strategy # 3: Integrate

“Creation of inter-agency cohesive plan ”



- 🌀 Develop tools to enable the ALDL Operator to properly track integrated services among core and required partners, referrals, programmatic reports, placements, among other necessary data for reporting.
- 🌀 Develop tools to implement a customer-centered system through the Career Pathway model.
- 🌀 Develop technological tools to assist ALDLs and partners in developing Costs Allocation plans.
- 🌀 Transition of the system towards RAP as the primary service delivery strategy, a priority for USDOL.



# Strategy # 4: Competitiveness



**“Evaluate the creation of competitive model that promotes innovation and execution”**

- 🌐 Develop a statistical analysis system or model to evaluate all services offered in the ALDL by core and required system partners.
- 🌐 Professionalize the staff working within the system, seeking role specialization aligned with required competencies for positions (e.g., those in Finance have training in Accounting, MIS in Systems, etc.).
- 🌐 Standardize the human resources system across all ALDLs to establish standardized competencies, classification plans, and uniform compensation across all ALDLs.
- 🌐 Promote the use of Project Management tools/processes to implement System requirements as integrated projects.

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Core Program

DEPARTAMENTO DE  
**EDUCACIÓN**



# Strategy # 1: Technology






“Integration and Evolution of Systems providing Operational Intelligence”

-  Promote the role of local suppliers as integral partners and assist them in the use of technology, including training staff and improving efficiency.
-  The Adult Education Program will promote technological applications, translation technology, distance education, including professional development to support the use of technology.
-  Incorporate Internet Service technology in adult education classrooms.
-  Prepare and set up interactive classrooms in the instruction centers.
-  Incorporate public domain “online” applications and subscription-based search platforms into interactive classrooms.



# Strategy # 2: Modernize

**“Implementation of Modern colocation solutions post Local Areas Interventions”**

-  Implementation of online professional development for teachers.
-  Provide portable “tablets” (IPADs or equivalent) in classrooms.
-  Development of a distance education program.
-  Operate high-quality professional development programs to improve adult education instruction, including incorporating essential components of reading instruction, instruction related to specific needs of adult learners and information dissemination on promising models and practices.
-  Monitoring and evaluation of the quality and improvement of adult education and dissemination of information.



# Strategy # 3: Integrate

“Creation of inter-agency cohesive plan ”

- 🌐 Develop a Technical Assistance Mentoring Program for Service Providers.
- 🌐 Establish collaboration with other Central Programs and Associated Agencies (Core Programs).
- 🌐 Integrate services to carry out a program for inmates in trouble with the law or criminal offenders within a correctional institution, with priority to serve persons who are likely to leave the correctional institution within of 5 years from the start of participating in the program. (Correctional Education Programs)
- 🌐 Encourage the requirement for formal collaboration agreements and partnerships as part of the service provider's grant application to ensure compliance with Occupational Pathway Plan and the Thirteen (13) WIOA Considerations. Applicable when providers have limitations and require to collaborate with other providers of services.
- 🌐 Association with public and private non-profit institutions to promote new initiatives in integrated education and training.



# Strategy # 4: Competitiveness

**“Evaluate the creation of competitive model that promotes innovation and execution”**

- 🌐 Establish a pilot project strategy to increase the attainment of occupational credentials for students who earn their high school diploma and English language learning with industry-recognized entry-level occupational certifications/credentials.
- 🌐 Local providers will be measured for achieving and meeting quality standards for the administration and instruction of Adult Basic Education activities.
- 🌐 Update and expand the implementation of the Career Pathways system. Update the College and Career Readiness Standards (CCR Standards) implementation effort.
- 🌐 Hire academic facilitators who are specialists in the subject to enrich and balance the educational plans of the AEP and provide technical assistance to teachers on curriculum, standards, and program indicators, and propose changes to instructions for adult or disabled participants.
- 🌐 Provision of services to adults for learning the English language by implementing the Integrated English Literacy and Civic Education (IEL/CE) program.



# Shaping the Future

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## Puerto Rico Unified State Plan 2024

Core Program

DEPARTAMENTO DEL  
**TRABAJO**  
Y RECURSOS HUMANOS



# Strategy # 1: Technology

“Integration and Evolution of Systems providing Operational Intelligence”

DEPARTAMENTO DEL  
**TRABAJO**  
Y RECURSOS HUMANOS



- Improvements to the PRIS System-The Department of Labor and Human Resources (DTRH) entered into a Memorandum of Understanding (MOU) with DDEC/PDL to invest \$1.7 million in the development of the PIRS platform to enhance it and integrate components specific to Wagner-Peyser, RESEA/WPRS, and improve employer and job order modules. Additionally, there is an expectation to integrate functionality for conducting queries and obtaining statistical information from the system to generate reports that administration can use for informed decision-making. The majority of the project is expected to be ready by February 2024.
- WOTC-Automation-We are in the final stage of signing a contract for information services to automate operations of the WOTC program. This project will streamline the certification process for requests that employers, who file federal tax returns, submit to the program. This will result in a significant reduction in the program's backlog. The project will enable employers to submit their requests directly online using a portal. This eliminates manual data entry, which currently consumes much of the program's staff time.

# Strategy # 2: Modernize

DEPARTAMENTO DEL  
**TRABAJO**  
Y RECURSOS HUMANOS



## “Implementation of Modern colocation solutions post Local Areas Intervention:

- 🌐 Training and Professional Development for Employment Service Personnel
- 🌐 Through a contracted service provider, focal meetings were conducted with Employment Service staff to determine the most pressing training and/or professional development needs of Employment Service personnel. This is aimed at providing the necessary tools for staff to be professionally trained to serve the clientele served by the Employment Service, especially in areas such as employment and placement, customer service, diversity, etc. With this, the administration seeks to meet the provisions established in the WIOA State Plan for 2020-2024.



# Strategy # 3: Integrate

“Creation of inter-agency cohesive plan ”

DEPARTAMENTO DEL  
**TRABAJO**  
Y RECURSOS HUMANOS



- Wagner-Peyser - Talento Infinito: (Infinite Talent) is an administration initiative aimed at identifying the needs of the population with functional diversity. Once the profile of this population is obtained, an Integrated Services Center operated by the company InPrende will provide workshops to employers and service providers to offer the necessary services and/or training needed to help individuals with functional diversity obtain sustainable employment that provides long-term income. This initiative is being subsidized with funds from the Governor's Reserve of the Wagner-Peyser program.

# Strategy # 4: Competitiveness

**“Evaluate the creation of competitive model that promotes innovation and execution”**

DEPARTAMENTO DEL  
**TRABAJO**  
Y RECURSOS HUMANOS



- Foreign Certification - H-2A Visa Program- The Employment Service Division continues to provide guidance and advice, free of charge, to agricultural employers who wish to bring foreign labor due to the lack of local labor for temporary agricultural work in Puerto Rico. This labor is used in harvests such as coffee, bananas, and other products that would otherwise be lost without the necessary workforce.
- In addition to the activities and initiatives, the Employment Service Division continues to provide, through the Labor Connection Centers, all employment and placement services to individuals seeking employment. All career services established by WIOA are available to this population to assist them in their job search with the purpose of obtaining and developing the necessary job search skills and securing long-term employment that can provide them with sustainable income. These services are available Monday through Friday from 8:00 a.m. to 4:30 p.m. through the Single Management Centers throughout Puerto Rico. These services include individualized career services to eligible veterans through the Veterans Employment Program (JVSG).

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## Puerto Rico Unified State Plan 2024

Core Program

ADMINISTRACIÓN DE  
REHABILITACIÓN  
VOCACIONAL





# Strategy # 1: Technology

“Integration and Evolution of Systems providing Operational Intelligence”

- 🌐 The Vocational Rehabilitation Administration (ARV), leveraging technology, developed the platform for Referral Registration and Information Exchange for Injured Workers under the State Insurance Fund Corporation (CFSE). Currently, this platform is being developed for referrals of students with disabilities received by ARV through the Department of Education (DE).
- 🌐 Therefore, it is envisioned that this process will also be implemented between ARV and the Labor Connection area.
- 🌐 The agency is updating technological platforms at a general level. For example, the direct deposit system and case management system are being developed, among others.



# Strategy # 2: Modernize



## “Implementation of Modern colocation solutions post Local Areas Interventions”

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# Strategy # 3: Integrate

“Creation of inter-agency cohesive plan ”

ADMINISTRACIÓN DE  
REHABILITACIÓN  
VOCACIONAL



- ❑ The ARV has established a partnership, through a collaborative agreement, with the Puerto Rico Industrial Association aimed at promoting and increasing the placement of individuals with disabilities into the workforce.
- ❑ In compliance with the Workforce Innovation and Opportunity Act (WIOA), the ARV has implemented the pre-employment transition services activity called Work-Based Learning Experience for students with disabilities, through relevant inter-agency coordination with government agencies, municipalities, or private employers. Pillar: Integration



# Strategy # 4: Competitiveness

**“Evaluate the creation of competitive model that promotes innovation and execution”**

- 🌀 In accordance with the mandate of the WIOA Law, the ARV implemented the development of Service Fairs to offer pre-employment transition services through external suppliers in the six regions of the Agency.
- 🌀 The WIOA Law emphasizes the provision of Pre-Employment Transition Services (PreETS) to students with disabilities between the ages of fourteen (14) to twenty-one (21) inclusive, who receive special education services or under Section 504. The mandatory pre-employment service activities include:
  - 🌀 Career Exploration Counseling
  - 🌀 Counseling for Comprehensive Transition or Post-Secondary Education
  - 🌀 Work-Based Learning Experiences
  - 🌀 Training for the Development of Social and Independent Living Skills for the World of Work
  - 🌀 Self-Advocacy Instruction
- 🌀 The purpose of the activities described in the Law is to promote increased employment opportunities, retention, and occupational skills and abilities of workers. Additionally, to sustain and increase the workforce and develop Puerto Rico's productivity by generating jobs.

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# THANK YOU!

WORKFORCE  
**C** **NNNECTION**

