

Strengthening the Commonwealth's Workforce Pipeline

Through Career Access and Advocacy



COMMONWEALTH
CAREER ACCESS COORDINATOR



Virginia Executive Institute Spring 2026



Team 3



Meet VEI Team 3



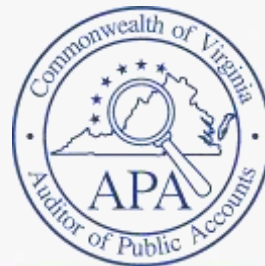
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PROPOSAL

To create a position to advance skills-based hiring by expanding outreach, strengthening partnerships, and increasing awareness of public service career opportunities across Virginia.



OPPORTUNITY

"Skills-based hiring" actively recruits individuals based on abilities and competencies and not college degrees

Virginia has taken steps to improve access for this population, but needs a catalyst to accelerate growth



RECRUITING STARS



Skilled
Through
Alternative
Routes

50% of the workforce has developed valuable skills through military service, community college, training programs, partial college completion, or, most commonly, on-the-job experience



RECENT POLICY CHANGES

- 2023 and 2025 policy and Code (§2.2-1214) changes eliminated degree requirements
- Impacted over 50,000 classified positions
- Virginia became the 8th state to adopt this approach



SUCCESSFUL STATE MODELS

- Colorado
- Maryland
- Ohio



COMMONWEALTH CAREER ACCESS COORDINATOR

A dedicated individual within DHRM to work statewide to:

- Promote non-degree (STARs) talent pathways
- Build and maintain relationships with schools and workforce partners
- Support agencies in skills-based hiring practices
- Centralize outreach, education, and branding efforts



GAP: MISSING PARTNERSHIPS

- Relationships with vocational, technical, and high school programs happen sporadically and agency-by-agency
- No coordinated statewide approach



RESPONSIBILITY 1: OUTREACH AND EDUCATION

- Build, coordinate, and maintain ongoing relationships with schools, community, and workforce partners
- Ensure that the Commonwealth is represented consistently and expand awareness



GAP: PUBLIC UNDERSTANDING AND PERCEPTION

- Lack of awareness of non-degree career paths
- Stigma around government opportunities, requirements, and perception of availability
- Application process can be misunderstood



RESPONSIBILITY 2: APPLICANT COACHING AND CAREER NAVIGATION

- Provide career-readiness resources
- Help applicants and agencies build, understand and correlate transferable skills



GAP: DUPLICATION OF EFFORT

- Recruiters and hiring managers are decentralized across the state, most with other core responsibilities
- No statewide tracking of recruitment events or pipelines
- Varied outreach efforts lead to fewer applicants
- U.S. average cost per hire is \$5,475



RESPONSIBILITY 3: FOCUS ON SKILLS-BASED HIRING

- Guide agencies in identifying core competencies
- Assist in developing skills-based job descriptions
- Promote consistent practices



GAP: UNDERUTILIZED TECHNOLOGY AND PIPELINES

- DHRM's talent management software allows marketing, talent pooling, and event advertising – but DHRM lacks capacity to deploy
- No central system for candidate interest



RESPONSIBILITY 4: TECHNOLOGY OPTIMIZATION

- Use current talent management software's recruitment and marketing features
- Build and expand talent pipelines throughout the Commonwealth
- Centralized event advertising



DATA AND EVALUATION

Use data-driven decision-making for continuous improvement

Track:

- Outreach participation
- Application conversion rates
- Vacancy reduction metrics
- Hiring timeline reductions
- Candidate diversity metrics
- Recruitment channel effectiveness



RESOURCES AND FUNDING

- Fits logically into DHRM's Talent Management & Policy section
- Aligns with Internship Coordinator model approved in HB54 in 2026
- Funding request of \$165,000 annually
 - Coordinator salary and benefits (\$150,000)
 - Other expenses - travel, outreach events, and marketing materials (\$15,000)
- Potential funding sources include federal workforce grants, apprenticeship grants, and state workforce development or HR modernization initiatives

EXPECTED OUTCOMES

- Stronger talent pipelines
 - Deeper talent pool
 - Greater diversity
- Reduced agency burden
 - Less duplication due to centralized coordination
- Long term, a more sustainable workforce
 - Shorter vacancies
 - Better alignment between job seekers and workforce needs
 - Heightened awareness of state careers



RISKS AND MITIGATION

- Culture shift needed among hiring managers
- Need to balance agency autonomy with centralized guidance and support
- Fortunately, there is support from multiple stakeholders
 - DHRM leaders affirm the need and feasibility
 - Agency HR leaders appreciate added support and consistent guidance
- Higher applicant volumes could trigger need for technology support



WHY THIS ROLE IS NEEDED NOW

- Current skills-based initiatives have no dedicated owner
- Aligns with Governor Spanberger's workforce goals



BENEFITS TO STAKEHOLDERS

- Lighten agency recruitment burden
- Consistent statewide branding and messaging
- Talent pool sharing and pipeline development
- Support for hiring managers in skills identification



Create a stronger, more visible, sustainable public-sector talent pipeline, built through skills-based hiring and coordinated statewide outreach.



OPENING PATHWAYS

STRENGTHENING VIRGINIA

Thank you!

