



Workforce Innovation and Opportunity Act (WIOA) Annual Statewide Performance Report Narrative

Program Year 2017
Reporting Period July 1, 2017 to June 30, 2018

December 3, 2018



**Tom Wolf
Governor**

Contact Information

Allison Jones

Executive Director
PA Workforce Development Board
651 Boas Street, Room 514
Harrisburg, PA 17120
ajonesmann@pa.gov

Eileen Cipriani

Deputy Secretary for Workforce
PA Department of Labor and Industry
651 Boas Street
Harrisburg, PA 17120
ecipriani@pa.gov

Dan Kuba

Director, Bureau of Workforce Development Administration
PA Department of Labor and Industry
651 Boas Street
Harrisburg, PA 17120
dkuba@pa.gov

Ruben Pachay

Director, Bureau of Workforce Partnerships and Operations
PA Department of Labor and Industry
651 Boas Street
Harrisburg, PA 17120
rpachay@pa.gov

Eric Ramsay

Director, Apprenticeship and Training Office
PA Department of Labor and Industry
651 Boas Street
Harrisburg, PA 17120
eramsay@pa.gov

Keith Bailey

Director, Center for Workforce Information and Analysis
PA Department of Labor and Industry
651 Boas Street
Harrisburg, PA 17120
keibailey@pa.gov

Table of Contents

Waivers	4
Effectiveness in Serving Employers Pilot	4
Evaluations.....	4
Human-Centric Design	4
LEAN Evaluation of Triage Design	5
Mobile Concepts	5
CWDS Technology and Visioning	5
Pre-Apprenticeship Research and Survey.....	5
Approach to Customer Satisfaction	6
Customer Satisfaction Surveys	6
Customer Service Training	7
Combined State Plan Progress.....	7
Sector Strategies and Career Pathways.....	8
Next Generation Industry Partnerships.....	8
Career Pathways Research and Survey.....	9
PA BizWorks	9
Small State Allotment	9
Performance Accountability System.....	9
Activities Provided with the Governor’s Reserved Funds	10
Rapid Response Activities and Layoff Aversion	10
Wagner-Peyser Activities.....	13
National Dislocated Worker Grants.....	13
Technical Assistance Needs	14
Promising Practices, Lessons Learned, and Success Stories.....	14
Serving Employers and Individuals with Disabilities.....	14
Statewide Adult Basic Education Initiatives	15
Local Adult Basic Education Initiatives	16
Teacher in the Workplace.....	17
Business Education Partnerships	17
State/Local Internship Program.....	17
Pennsylvania Outdoor Corps	17
Workforce System Challenges	18
Delayed Guidance	18
Data Sharing Prohibitions	18
Pay-for-Performance	18
Appendix A.....	19

Waivers

Identify each waiver that the state has had in place for at least one program year and provide information regarding the state's progress toward achieving the goals and performance outcomes in ETA's letter of approval for the waiver (sec 189(i)(3)(C)(ii)) and outlined in the state's waiver request (when applicable). Discuss how activities carried out under each approved waiver have directly or indirectly affected state and local area performance outcomes. To the extent possible, provide quantitative information.

Pennsylvania did not have any waivers in place for at least one year during PY 2017.

Effectiveness in Serving Employers Pilot

Identify the two approaches the state has chosen for the Effectiveness in Serving Employers performance indicator pilot. If the state is piloting a state-established measure of Effectiveness in Serving Employers, or has any other metrics to assess employer engagement, describe the measure or metric as well.

Pennsylvania has selected two measures for the Effectiveness in Serving Employers performance indicator pilot: Employer Penetration Rate and Repeat Business Customers. In addition to these federal measures, Pennsylvania has also selected to pilot three state-established measures:

- Employer Penetration Rate: Will be measured each quarter, rather than annually, using the FEIN definition of employer in the denominator, rather than the QCEW definition of establishments.
- Repeat Business Customers: Will be measured each quarter, rather than annually. Will be calculated by dividing the number of establishments in the Commonwealth Workforce Development System (CWDS, Pennsylvania's statewide system of record) that received a service within both the current quarter and the previous quarter, by the number of establishments in CWDS that received a service in the previous quarter.
- Active Job Orders with Referrals: Will be measured each quarter. Will be calculated by, the total number of job orders within a given quarter receiving a referral, by the total number of active job orders within a given quarter.

Evaluations

Include brief descriptions of: (a) current or planned evaluation and related research projects, including methodologies used; (b) efforts to coordinate the development of such projects with WIOA core programs, other state agencies, and local boards; (c) a list of completed evaluation and related reports and links to where they were made accessible to the public electronically; (d) State efforts to provide data, survey responses, and timely site visits for Federal evaluations; and (e) any continuous improvement strategies utilizing results from studies and evidence-based practices evaluated.

Pennsylvania started several research projects during PY 2017. Each project is described below, addressing items (a) through (e) when applicable.

Human-Centric Design

The Pennsylvania Department of Labor & Industry, in a cross-agency effort with the Pennsylvania Department of Human Services, South Central PA Workforce Development Board, Pennsylvania Office of Administration and others, is examining service-delivery processes with the goal of improving the customer experience in the commonwealth's one-stop network, PA CareerLink®. The stakeholders in

share a common goal of making the workforce development system more responsive to customer needs, but have different objectives, methods, and motivations in meeting that goal. By examining services rendered from a human-, customer-centric point of view, the project aims to align processes, not only to ensure WIOA compliance without redundancy, but also to improve service delivery and customer satisfaction.

The project includes stakeholder interviews, observational and situational data gathering, field studies, and background research. This information will be used to identify strategies to improve service delivery, including areas where policies and processes can be updated to benefit customers and PA CareerLink® partners.

LEAN Evaluation of Triage Design

In alignment with Governor Wolf's GO-TIME initiative (Governor's Office of Transformation Innovation Management and Efficiency), the Pennsylvania Department of Labor & Industry, in partnership with the Northwest and Central Local Workforce Development Boards (LWDB), is working to improve workforce service delivery statewide. The partnership is developing a strategy related to how the system triages customers and their unique needs, including better allocation of staff time and resources, to better satisfy customers.

The project includes training PA CareerLink® staff on the LEAN approach to identify opportunities to improve processes, completing a Value Stream Analysis Process (VSAP) evaluation, streamlining service delivery, and improving workflow.

Mobile Concepts

The Pennsylvania Department of Labor & Industry, in partnership with the Northwest Workforce Development Board, is conducting an evaluation of the area's WIOA service delivery system, specifically around their mobile service strategy, policies, guidance and service-delivery operations.

The project includes staff interviews, site visits, stakeholder interviews, board-member interviews, and analysis of the area's activities and costs. The evaluation will provide analysis and recommendations around the administrative, operational, fiscal, and performance effectiveness of the area's mobile concept, and identify areas of improvement.

CWDS Technology and Visioning

The Department of Labor & Industry surveyed and interviewed Title I provider staff, commonwealth Wagner-Peyser staff, local board staff, system users (including customers), and other partners to better understand their use of the PA CareerLink® and CWDS, to determine how the system can be more responsive to the changing needs of customers and workforce partners. The project will also include a CWDS visioning session with these stakeholders. The Department is learning more about how each stakeholder uses the system and their challenges with the system (e.g. design, functionality, etc.). The Department will use this feedback to develop a plan for CWDS enhancements to improve the design and functionality of the system to create a better user experience.

Pre-Apprenticeship Research and Survey

The Pennsylvania Workforce Development Board, in partnership with the PA Apprenticeship and Training Office (ATO), engaged a third-party vendor to conduct an inventory of the current state of Pre-Apprenticeship work in the commonwealth. This inventory includes interviewing currently operating

Pre-Apprenticeship programs in the Commonwealth, and conducting a survey of Pennsylvania's 22 Local Workforce Development Boards regarding their work related to Pre-Apprenticeship activities.

The project includes collecting information on existing Pre-Apprenticeship programs related to their target populations, industries of operation, length and type of programs, program curriculum, program sponsors and other partners, funding structures, credential and/or certificate earned upon completion, employer engagement strategies, participant recruitment strategies, as well as a summary of identified opportunities and barriers to growing Pre-Apprenticeships in Pennsylvania.

Approach to Customer Satisfaction

Described the state's approach to customer satisfaction, which may include such information used for one-stop center certification, in accordance with 20 CFR 678.800. This description should include: 1) the state's methodologies; 2) the number of individuals/employers who were provided customer satisfaction outreach, the response rate, and efforts made to improve the response rate; 3) the results and whether the results are generalizable to the entire population of customers; and 4) a description of any continuous improvement processes for incorporating the customer satisfaction feedback.

Customer Satisfaction Surveys

The Department of Labor & Industry addresses its approach to customer satisfaction surveys in its Oversight and Monitoring Policy. While this policy addresses surveys as one of several methods by which local oversight and monitoring can occur, it does not specifically require either the department or the LWDBs to conduct these surveys. However, all of Pennsylvania's Local Workforce Development Areas (LWDA) utilize satisfaction surveys as part of their local monitoring and continuous improvement strategies. The exact methodology of these local surveys, including whether they include all or a sample of customers, and how the results are reviewed and incorporated into regular operations, must be outlined in the LWDB's local monitoring plan.

In most LWDA's, customer satisfaction surveys are given to customers at the completion of workshops and other programs, encouraging customers to complete the survey prior to leaving the PA CareerLink®. This strategy ensures a higher response rate. However, requiring an individual fill out a satisfaction survey as a condition for leaving a workshop or other program does sometimes pose an issue in determining whether the individual was actually satisfied with the workshop/program or if they completed the survey without regard to actual satisfaction.

Employer satisfaction surveys are given to employer customers at the completion of a large event, such as a job fair, or at the completion of interviews within the local offices. Some LWDA's encourage employers to complete these surveys immediately following the activity, while others email the surveys following the activity. In both cases, LWDBs sometimes struggle at achieving a high response rate. LWDBs and local Business Service Teams are improving engagement with these business customers to get a more timely response and candid feedback in surveys.

The department reviews the results of these surveys through its monitoring to ensure LWDBs take action to address customer feedback. When necessary, local monitoring reports and their corresponding corrective action plans, formalize the compliance and continuous improvement process for a specific Program Year.

Customer Service Training

The Department of Labor & Industry provided a training available to all staff in PA CareerLinks® and LWDB offices to address customer satisfaction feedback and provide strategies to improve customer service. The training provided a refresher to workforce staff on techniques to improve customer service and satisfaction, and to embrace continuous improvement of the system.

The two-day training included several topics, including written communication, verbal communication, listening communication, time management, professional appearance and attitude, conflict resolution, and problem solving. Participants learned and practiced these soft skills in the context of their personal and professional impact in the unique environment of a PA CareerLink®, including communicating with customers effectively to solve problems; dispelling customer misperceptions about PA CareerLink's® mission, services, and programs; creating a seamless experience for customers; and serving effectively while short-staffed.

The training was provided in nine regions of the state, each with three classes. Over 690 PA CareerLink® staff registered to attend the customer service training.

Combined State Plan Progress

Progress made in achieving the state's strategic vision and goals, as described in the state's Unified or Combined State Plan, for developing its workforce and meeting employer needs in order to support economic growth and economic self-sufficiency.

Pennsylvania has made significant progress on goals outlined in the WIOA Combined State Plan. Some highlights of this progress include:

- Goal 1.3 relates to mainstreaming job seekers with barriers to employment to the maximum extent possible. To promote this goal, Governor Wolf issued an Executive Order in September 2016 establishing an Employment First policy and increasing competitive-integrated employment for Pennsylvanians with a disability. In June 2018, Governor Wolf signed a law codifying this Employment First policy.
- Goal 1.4 relates to promoting and supporting the creation of Pre-Apprenticeship and Registered Apprenticeship programs, particularly in non-traditional occupations and for non-traditional populations, as a career pathways strategy. To promote this goal, Pennsylvania created the Apprenticeship and Training Office (ATO) to provide services to businesses, employers, training providers, and other community-based organizations to help establish and maintain all Pre-Apprenticeship and registered-apprenticeship programs within the commonwealth. The ATO provides technical assistance through each step of the process. Additionally, the state PAsmart initiative invested \$7 million in competitive grants to expand Pre-Apprenticeship and Registered Apprenticeship in Pennsylvania.
- Goal 2.3 relates to promoting and developing Next Generation Industry Partnerships (Next Gen Is). The state PAsmart initiative invested \$3 million, in addition to an existing \$1.8 million, in competitive grants to expand the number of Next Gen IPs in Pennsylvania.

- Goal 4.6 relates to encouraging employers to participate in Business-Education Partnerships. For additional information on this please refer to the Business-Education Partnerships portion of the Promising Practices, Lessons Learned, and Success Stories.
- Goal 5.7 relates to the commonwealth collaborating with the PA WDB to develop a dashboard to track progress on the implementation of the WIOA Combined State Plan and achieving its goals. To meet this goal, the PA WDB is developing an online dashboard using the data-visualization platform Tableau to track implementation.

Sector Strategies and Career Pathways

Progress made in implementing sector strategies and career pathways. The discussion may include: business engagement strategies, work-based learning (including apprenticeship), work experiences for youth and adults, transitional jobs, and incumbent worker training strategies and policies in the state.

Pennsylvania has started several initiatives related to both sector strategies and career pathways. Highlights of the commonwealth's initiatives are described below:

Next Generation Industry Partnerships

Pennsylvania has utilized Industry Partnerships as a sector strategy for over 20 years. In FY 2017-18, the commonwealth transitioned the Industry Partnership program to the Next Generation Industry Partnership (Next Gen IP) model. Under this model, businesses in a shared labor market region work with public partners from economic development, education, and workforce development, and community partners to address the overall competitiveness needs of the targeted industry. Instead of focusing solely on training initiatives, partnerships work to address the overall competitiveness needs identified by businesses in the partnership, with an emphasis on workforce development (e.g. worker training, closing skill gaps, credential and certification attainment critical to competitiveness and innovation in the industry cluster), economic development (e.g. infrastructure, supply chain issues, access to capital, permitting issues, expansion/relocation), and education (e.g. creating curriculum to meet the needs of business in the region).

In January 2018, Governor Wolf announced the award of \$375,000 in Next Gen IP convening grants to 15 partnerships across the commonwealth. Each partnership received \$25,000 to launch a new Next Gen IP or transition an existing partnership to the Next Gen IP model.

In addition to the convening grants, awarded partnerships are eligible for up to \$75,000 in implementation grants used to support the implementation of the business-driven partnership priorities and action plans. To receive these funds, partnerships must demonstrate they are meeting the commonwealth's established criteria for Next Gen IPs through a separate application. To date, six of the awarded partnerships have demonstrated they are ready to receive funds for implementation activities.

To date, awarded partnerships have engaged over 600 businesses, and 400 public and community partners across the commonwealth. There are several common themes among the partnership priorities, including providing career awareness activities, addressing talent issues (e.g. training, retention, career pathways), fostering business-to-business connections, and coordinating regional outreach efforts to businesses and workers.

Career Pathways Research and Survey

In 2019, Pennsylvania will conduct research on the status of career pathway work in the commonwealth, similar to the approach used to research and survey Pre-Apprenticeship work. Additional information on this proposed can be found in the Pre-Apprenticeship Research and Survey portion of the Evaluations section.

PA BizWorks

Pennsylvania has partnered with the Commonwealth of Massachusetts on an initiative that aligns business services from multiple agencies that can help support company growth and cost savings. Pennsylvania will collaborate across workforce development, economic development, and education will to align business services by:

- Building strong relationships across agencies and with businesses as part of Governor’s Wolf strategy of “Government That Works”;
- Developing consistent business service knowledge and competencies among staff and across relevant state agencies (cross-training); and
- Coordinating and linking resources and information.

Once these goals are achieved, Pennsylvania will have:

- More businesses aware of and utilizing state resources available through the various agencies;
- Business connected with business services by contacting any state partner; and
- Services and outcomes captured to coordinate future state services and demonstrate the impact of these efforts.

To accomplish this work, Pennsylvania created an inter-agency committee, comprised of workforce development (Rapid Response), economic development, Unemployment Insurance, and the education to work on a guide that will provide an overview of available business resources. The guide will be organized into four main categories:

1. Recruiting and Hiring;
2. Training, Consultation, and Workplace Safety;
3. Layoff Aversion and Management; and
4. Business Development and Partnerships.

The guide will be completed in Program Year 2018 and will be the foundation for staff training related to business services across training for staff in Pennsylvania agencies.

Small State Allotment

If the state has received a small state allotment exception to decrease the minimum out-of-school youth expenditure requirement, describe how the exception has impacted services provided to both in-school youth and out-of-school youth, including specific strategies for serving each population, as well as how the state and/or local area is ensuring serving out-of-school youth remains a priority.

Pennsylvania did not receive a small state minimum allotment exception.

Performance Accountability System

Any specific state performance measure or goals and progress towards meeting them:

Not applicable.

Any performance deficiencies on the primary indicators of performance, which may include descriptions of any factors impacting performance.

Not applicable.

The state's common exit policy, including which ETA-funded partner programs are included in the state's common exit policy.

Not applicable.

Negotiated performance levels for local areas for titles I and III core programs for program years 2016-2017.

All tables for on negotiated performance levels are included in Appendix A. The tables in Appendix A apply to both Program Year 2016 and Program Year 2017.

The state's approach to data validation and ensuring data integrity, including a description of the methodology of any validation activities that occurred.

Not applicable.

Activities Provided with the Governor's Reserved Funds

Activities provided with the funds reserved by the governor, which can be up to 15 percent of the state's allotment.

Pennsylvania allocated the Governor's reserve funds to for three grant initiatives:

- Teacher in the Workplace
- Business Education Partnerships
- State/Local Internship Program

A detailed description of these grant initiatives and their impact can be found in the Promising Practices, Lessons Learned, and Success Stories.

Rapid Response Activities and Layoff Aversion

Data on the number of companies served and the number of individuals served:

Pennsylvania served 294 companies and 16,976 individuals during Program Year 2017.

Discussion of strategies for linking Rapid Response recipients to American Job Centers and processes for intake or co-enrollment in the Trade Adjustment Assistance and the Dislocated Worker programs:

The Department of Labor & Industry, through the Rapid Response team, has made it a priority to include Trade Adjustment Allowance (TAA) information at every employer fact-finding session. With this approach, Pennsylvania has increased the number of Trade petitions and dislocated workers (DWs) benefiting from this program.

Pennsylvania is also collaborating with Labor Unions to reach more businesses and impacted workers. Through this collaboration, the Rapid Response team connects DWs and with reemployment services. PA CareerLink® staff are more frequently included in Trade Benefits Rights Interview meetings (DWs receive Trade orientation), including Title I and Title III case managers. This promising practice has directly connected DWs with case managers that will provide career services, an Individual Employment Plan, and training opportunities.

Pennsylvania has also made enhancements to CWDS to capture Rapid Response and Trade activities. This has resulted with improved performance measures and outcomes. Pennsylvania is also developing a Rapid Response dashboard that will be available for all PA CareerLink® partners to utilize. The dashboard will allow PA CareerLink® partners to more easily see layoff and industry trends, coordinate layoff aversion strategies and investments, and identify areas for collaboration during case management. Pennsylvania also started to evolve the Trade Act central office team to a more mobile unit. Historically, the “Trade unit” was located in the central office, and is responsible for TAA training approvals and waivers. However, Pennsylvania is experimenting with locating this unit in actual PA CareerLink® offices to provide more opportunities to work directly with field staff. Co-locating will create more peer-to-peer training opportunities, increase staff capacity to assist with high Trade volume, and encourage co-enrollment opportunities for DWs.

Pennsylvania has also developed a plan for addressing and coordinating its response to large layoff events. Rapid Response partners with the PA CareerLink® offices and executes the Initial Enrollment and Assessment (IEA) Process for workers eligible for TAA. The IEA process ensures that trade impacted workers are connected with PA CareerLink®, receive a preliminary assessment, enroll in the Dislocated Worker Program, and can access the broader workforce development system in a timely manner, and provides a mechanism for PA CareerLink® staff to manage increased workloads and foot traffic resulting from large, trade affected dislocation events. The IEA process also measures the impact of complex or large trade affected dislocation events that may require additional staff from neighboring offices.

Discussion of layoff aversion strategies, including any metrics / outcomes developed and/or tracked by the state with respect to the layoff aversion, such as return on investment or measures showing the economic benefits of RR and layoff aversion:

Pennsylvania continues to use an econometric layoff aversion model to identify companies experiencing significant employment declines, defined as entities with declining employment counts each quarter over the past year and unemployment claims activity. Companies with at least 20 employees at the beginning of the measurement period and an employment decline of at least 10 percent are selected as potential candidates for intervention. Once these companies are identified, the Department of Labor and Industry notifies the appropriate workforce and economic development staff and their partners for layoff aversion and intervention strategies.

After receiving a Worker Adjustment and Retraining Notice (WARN) or other public notice, the Rapid Response team initiates a fact-finding meeting with the affected company to assess the situation and determine an appropriate response to the closing/layoff. Company representatives, labor unions, and state/local agencies are invited and encouraged to participate. When warranted, the company is referred to the Strategic Early Warning Network (SEWN) and/or the Governor’s Action Team for consultation and turn-around services. The company may also be referred to Pennsylvania’s Shared-Work program as a viable alternative to employee layoffs.

If layoffs are unavoidable, Rapid Response will focus on layoff minimization and quickly connecting impacted workers to reemployment services through the PA CareerLink®, Unemployment Compensation, and local supportive resources.

When a Pennsylvania company announces a major layoff or plant closing, the Center for Workforce Information and Analysis works with the Rapid Response team and/or the LWDB to analyze the reemployment prospects for the impacted workers at the facility and determine the overall economic impact on the area. These Reemployment Assessment & Economic Impact Reports include an evaluation of employment demand by specific occupations in the region and across the state to determine the difficulty impacted workers will experience when searching similar work. In occupations where the reemployment prospects are not favorable, impacted workers receive alternative career options requiring similar skills.

Discussion of how Rapid Response and layoff aversion activities are aligned with business engagement, sector strategy, and career pathway efforts, which may include a discussion of any systems, tools, networks of approaches designed to identify companies in distress and strategies to deliver necessary solutions as early as possible, as well as outcomes of the use of such systems of tools:

PA Rapid Response offers the first step in connecting workers to the workforce development system by:

- Providing an established statewide network of services, resources, and partnerships;
- Creating an avenue for layoff aversion, keeping workers in their present or new jobs, possibly avoiding a dislocation event, and/or an unemployment claim;
- Offering a powerful network that lets workers know they do not have to face the challenges alone;
- Providing well-regarded business solutions and ongoing collaborations through economic ups and downs;
- Connecting workers to benefits;
- Providing a critical next step in an individual's career and life; and
- Reducing the impact on the UI Trust Fund.

Over the past five years, Rapid Response services in partnership with the Strategic Early Warning Network (SEWN) program saved the Commonwealth's UI Trust fund over \$42.5 million in claims.

To organize a broad-based response to dislocation events, Rapid Response forms a core team that includes local agencies and organizations. As our lead agency for career related services such as re-employment and training, the PA CareerLink® offices are core members of the Rapid Response team. Each PA CareerLink® is encouraged designate a primary and alternate staff person to act as a spokesperson for all career services at Rapid Response events. In addition to representing the PA CareerLink®, designated staff are actively involved in the entire Rapid Response process, including sharing information on possible layoff events, attending Fact Finding Meetings with employer and/or union, and providing information on the services available through the PA CareerLink® and the workforce development system.

Pennsylvania has standardized the hard copy materials provided to Rapid Response meeting attendees, including regional PA CareerLink® information. The PA CareerLink® staff make impacted workers aware of their ability to participate in any workshop or event, even if they take place in a variety of locations. In

LWDBs with a “mobile concept” to supplement or supplant bricks and mortar locations, the PA CareerLink® staff provide information on how impacted workers can receive mobile services.

Whenever dislocation event and relevant employer allows for onsite, pre-layoff services, PA CareerLink® staff are an integral partner in the Service Strategy Planning process using a data driven approach based on the compilation of data from a Dislocated Worker Survey tool. Various PA CareerLink® staff members participate in the provision of on-site services, including employment and career-related workshops and seminars, and staff-assisted registration on CWDS. Including PA CareerLink® staff in pre-layoff services helps the staff in building a relationship and trust with impacted workers, increasing the likelihood they will use available career services.

For larger dislocation events, Rapid Response staff coordinate with one or more PA CareerLink® offices in the region to schedule post-layoff call-in events through a process known as CLEAR (CareerLink® Enrollment, Assessment, and Re-employment). The CLEAR process follows a process similar to the Initial Enrollment and Assessment (IEA) process for Trade Act eligible workers. The CLEAR process ensures follow-up contact with workers following their dislocation, and ensures appropriate resources are available to serve the impacted workers. During the scheduled appointment, impacted workers are registered for CWDS, discuss their interests and barriers to re-employment based on their responses on the Dislocated Worker Survey tool, complete an application or receive an appointment to become enrolled in the WIOA Dislocated Worker program, and/or receive an appointment for a basic educational assessment or other follow-up services.

Wagner-Peyser Activities

Activities provided under the Wagner-Peyser Act Employment Services section 7(b) (e.g., services to groups with special needs or extra costs of exemplary models for delivering services.

Not applicable.

National Dislocated Worker Grants

Any National Dislocated Worker Grants (DWGs) awarded to or within the state and how those funds are coordinated with the state rapid response activities and dislocated workers programs, as well as how the DWGs fit in with the state co-enrollment policies and disaster/emergency management activities, as applicable.

The Department of Labor & Industry, in partnership with the Pennsylvania Department of Human Services, and several LWDBs, received an \$8 million National Dislocated Worker Grant to train dislocated workers in industries disproportionately affected by layoffs and closings. The initiative’s goal is to help dislocated workers to break the unemployment/re-employment cycle by upgrading their skills and obtaining employment in high-demand positions across multiple sectors. Training and upgrading the skills of these individuals will also help employers connect with the skilled workforce they need to remain competitive.

Training will be aligned to Pennsylvania’s High-Priority Occupation (HPO) List or the statewide Eligible Training Provider List (ETPL), which targets industries with the greatest opportunity for individuals to return to the workforce in careers that pay a family-sustaining wage. HPOs are job categories that are in-demand by employers and have evolving skill needs. These occupations generally require some amount

of training, but no more than a four-year college degree. All training is funded at 100 percent. This helps participants successfully complete training and secure appropriate employment.

Technical Assistance Needs

Any technical assistance needs of the state workforce system.

The Department of Labor & Industry, in partnership with the U.S. Department of Labor-Employment and Training Administration and a consultant, is identifying challenges with the Eligible Training Provider List and related processes, policies, performance, and reporting. Through independent research, staff interviews, and analysis of other state practices, the consultant will deliver a report with recommendations on policy and system improvements to workflow, customer choice, and performance.

Promising Practices, Lessons Learned, and Success Stories

Promising practices, lessons learned, and success stories that focus on serving employers, communities, and individuals with barriers to employment, including information based on the state's evaluation and related research projects. This discussion should cover a broad range of at-risk and priority populations served, including out-of-school youth, low-income adults, dislocated workers, individuals who are basic skills deficient, individuals with limited language proficiency, individuals with disabilities, veterans, the long-term unemployed, and any other individuals with barriers to employment or other populations the stat may wish to discuss.

Pennsylvania has several examples of promising practices, lessons learned, and success stories to share, including:

Serving Employers and Individuals with Disabilities

WIOA places heightened emphasis on coordination and collaboration to ensure a streamlined service delivery system for customers, including those with disabilities. WIOA reinforces the principle that individuals with disabilities, including those with the most significant disabilities, can achieve high quality, competitive, and integrated employment when provided the necessary services and supports - real jobs with real pay.

Pennsylvania Office of Vocational Rehabilitation (OVR) mission is to assist Pennsylvanians with disabilities to secure and maintain employment and independence. In Program Year 2017, OVR worked with over 72,000 individuals and 5,000 employers, assisting over 7,885 people with disabilities in finding competitive, integrated employment. The Commonwealth Technical Institute, within OVR's Hiram G. Andrews Center, helps to prepare Pennsylvania's future workforce for HPOs through innovative initiatives, including the Welding Technology Program and the CVS Pharmacy Tech Program.

OVR's Business Services and Outreach Division ensures that employers can easily access OVR's talent and no-cost business consultation services through a single-point-of-contact. OVR has provided many no-cost consultations to businesses on accommodations and accessibility, and provided assistance to employees who acquire a disability. OVR is actively engaged with businesses and organizations in partnerships to supply talent, support diversity workforce goals, and to onboard motivated, reliable, problem-solving employees who add value to their employer's bottom line.

The 2017 National Disability Employment Awareness Month (NDEAM) theme "Inclusion Drives Innovation," recognized that hiring employees with diverse abilities strengthens their business,

increases competition, and drives innovation. Observed each October, NDEAM is a nationwide campaign that celebrates the contributions of workers with disabilities and emphasizes the importance of ensuring that all Americans have access to the services and supports that enable them to work. OVR coordinated several NDEAM events with employers and job seekers.

The following success story is one of many examples that highlight OVR's focus on serving individuals with disabilities, including connecting students with disabilities and employers. In 2016, OVR's Pittsburgh office launched the MY Work (Municipalities + Youth) program that provides high school students with disabilities the opportunity to gain real life, work-based learning experiences in their community during the summer. In its first year, OVR partnered with nine municipalities and 12 high schools to connect 50 students to summer employment. In 2017, the program shattered 2016 stats: more than 150 students, from 36 school districts, went to work at 34 municipalities. Students participating in the MY Work initiative work directly with municipality leaders and staff to improve their own communities and, at the same time, enhance their soft skills gain valuable professional work experience, enhance their communication skills, earn a paycheck, and build their resumes. Student roles included landscaping, administrative duties, community beautification projects, and summer playground program monitoring OVR paid student wages, meaning the program is free to participating municipalities.

OVR also partnered with the Pennsylvania Office of Administration (OA)/HR to develop a paid summer internship for college students. OVR recruited and sponsored 18 college students for the 12-week paid summer internship. With assistance from OA, the students were placed into agencies and positions that closely aligned with their college major and career interest. Each intern earned \$13.25 per hour, or approximately \$6,000 over the summer. In addition to working on various assignments and projects, the students participated in weekly group meetings that included guest speakers, informative sessions, and other activities designed to improve students' employability.

Lastly, OVR's excited to work with Syncreon to diversify their workforce with individuals with disabilities at their new distribution center in Carlisle, PA. OVR collaborated with PA CareerLink® and other workforce partners to open the Syncreon opportunity to TANF, dislocated workers, veterans, youth, and returning homemakers. The approach is two-tiered, through direct hire and the development of the Syncreon Talent Academy. The Talent Academy is a six-week paid work experience program for participants who identify employment in the product testing and logistics industry as a primary goal and require additional skills training that leads to successful competitive, integrated employment upon completion. As part of their training, individuals received certificates in Community First Aid and OSHA 10, considered "stackable credentials" that can benefit them in any employment setting.

Statewide Adult Basic Education Initiatives

Pennsylvania implemented the use of integrated education and training (IET) programs in which adult basic education, workforce preparation activities, and occupational training are provided with a single set of learning objectives. These programs accelerate learning and completion of training. Pennsylvania has learned that while these programs are highly effective, IET programs are very resource intensive, both in planning before the program starts and on-going planning and communication between adult basic education instructor and the occupational training instructor.

Additionally, Title I and Title II providers are coordinating services wherever possible. Examples of this include:

- Pennsylvania’s Title I Youth and Title II providers are working closely to co-enroll Out-of-School Youth into WIOA programs.
- Some Title I staff participated in the TABE assessment training offered by Title II’s professional development system to ensure accurate and appropriate use of the assessment.
- In several PA CareerLink® sites, Title II providers administer the basic skills assessments for PA CareerLink® customers to ensure accurate and appropriate assessment procedures and results. This means that customers are assessed correctly and do not have to be reassessed when they are referred to the Title II program.

Local Adult Basic Education Initiatives

Local examples of promising practices of Title II initiatives include:

- South Central: The South Central LWDB held a Title I/Title II summit, which led to ongoing communication, much stronger relationships among the partners and staff, pilot activities to support individuals with basic skills deficiencies and limited English proficiency.
- Northwest: The Northwest LWDB’s Title I provider partnered with the local Title II provider to support individuals with barriers to employment, including:
 - Title I uses a mobile service delivery model designed to effectively bring PA CareerLink® services to the customer, by mitigating transportation barriers and more efficiently provide services among WIOA core partners. The mobile service delivery model promotes co- enrollment in WIOA core partner programs and thus streamlines the timeline to gainful employment.
 - Title I staff work in collaboration with Title II instructors, and student support and transition specialists to set and support career pathway goals for co-enrolled students and customers. This collaboration provides a network of support for individuals with barriers, reinforces the importance of HSE attainment, provides access to Title I supportive services and ITA funding, strengthens attainment of employability skills, and provides a system for uninterrupted assistance after Title II services have been completed by the customer.
 - Title I Youth staff are working with Title II staff to identify and provide services for Out-of-School Youth. Approximately 20 to 24 percent of Title II students are in the appropriate age range for these services and are all referred to Title I Youth.
 - The Title I Business Solutions team is working with employers to identify and refer individuals with barriers to Title II services as part of their Incumbent Worker Training. Local employers have asked for assistance in providing English language and basic skills deficient workers access to Title II services so that these individuals may move to higher paying positions within their companies.
 - Title III services provided to individuals with barriers in partnership with local Title II provider. Title III leveraged Rapid Response funding to support Title II in providing TABE assessment and remediation for over 600 Trade impacted workers. This funding was critical due to the high number of workers needing remediation. Title III used supportive service dollars to offset remediation costs so that all workers had access to Title II services.

Teacher in the Workplace

The Department of Labor & Industry awarded nearly 50 Teacher in the Workplace projects \$1.9 million to LWDBs. This program is designed to connect local businesses with school districts, and promote job opportunities and career pathways across multiple sectors. This initiative connects teachers, counselors, and school administrators directly with industry and business leaders to learn about industry trends, and their workforce needs and opportunities, and incorporate this information back to the classroom to enhance instruction, student learning, and career readiness. LWDBs partnered with local school districts, intermediate units, chambers of commerce, local businesses, and other partners to place educators into internship and externship experiences, which influences future curriculum and lesson plan design to help develop students' career readiness by engaging them in relevant, project-based learning and cultivating soft skills.

Business Education Partnerships

The Department of Labor & Industry awarded 18 Business Education Partnership grants totaling \$2 million. This initiative connects teachers and school administrators, employers, and students with career exploration and awareness, soft skills development, internships, career mentoring, workplace shadowing, and workplace tours. The program connects students with potential future work-based learning opportunities, increases awareness of in-demand technical careers, and encourages creativity and innovation in career-focused academic achievement.

State/Local Internship Program

The Department of Labor & Industry awarded 18 State/Local Internship Program (SLIP) grants totaling \$3.2 million to 14 LWDBs. The SLIP program funds full-time, paid work experiences for student and young adult interns ages 16-24 in a variety of industries, including healthcare, manufacturing, and information technology. Interns were also placed at LWDBs and commonwealth agencies. In 2018, approximately 700 interns were placed at 363 organizations. Interns earn a minimum wage of \$10.15 per hour.

Pennsylvania Outdoor Corps

The Department of Labor & Industry, in partnership with the Pennsylvania Department of Conservation and Natural Resources invested \$2 million to support the Pennsylvania Outdoor Corps. The Outdoor Corps offers full-time paid work experience, job training, and educational opportunities to young people to complete conservation projects on Pennsylvania's public lands. In addition to offering hands-on job skills, the program provides weekly learning opportunities in resource management, environmental issues, and recreation skills. This program also offers the opportunity to build other soft skills, including collaboration, communication, creativity, critical thinking, and the program fosters a sense of social responsibility. Interns earn a minimum wage of \$10.15 per hour.

In Program Year 2017, the Outdoor Corps employed and trained approximately 195 participants that completed projects in 40 state parks and 16 state forests. The crews completed a total of 84,150 program hours (67,320 hours on projects and 16,830 hours on training and education, team-building, and career exploration). Two participants obtained employment with DCNR after completing the 2017 program.

Workforce System Challenges

Any challenges the state workforce system faces, which may include policy, implementation, or other relevant challenge.

Pennsylvania identified two major challenges in the workforce system:

Delayed Guidance

Pennsylvania was fortunate to modify its case management system under WIA to track participation in the Title IB, Title III, and Trade programs in an integrated manner. Most of these changes are aligned with the revised WIOA reporting requirements, allowing Pennsylvania to accurately provide significant portions of the required participant performance data. However, Pennsylvania has still had challenges in accurately capturing and analyzing data to highlight our innovative strategies because U.S. DOL guidance has been limited. For example, U.S. DOL issued initial reporting guidance immediately before the WIOA performance accountability provision was implemented, which limited Pennsylvania's ability to update CWDS, our state system of record, in real time to meet new/modified reporting requirements.

Data Sharing Prohibitions

Integration of services between programs and agencies, a core WIOA goal, remains difficult due to state and federal laws that prohibit data sharing. Although progress has been made in this area, true integration will require additional staff and system resources to accomplish this goal.

Pay-for-Performance

Any strategies/policies relating to Pay-for-Performance contracting, which may include examples from local areas.

The Philadelphia Workforce Development Board is piloting a pay-for-performance contracting model with a local employer. While the project is just getting underway, it could prove to be an innovative promising approach. The pilot will target up to 75 new and incumbent workers at risk of losing their jobs due to automation.

Over the three-year project, if the workers are determined to have a positive outcome for the employer as a result of the training, the employer will cover a portion of the training costs. The employer payments will be determined by the value of the outcome to the employer. Employer payments will be deposited into a dedicated fund to support similar trainings using the same pay-for-performance model.

If successful, this model could be replicated across the state. It minimizes the initial risk and costs to the employer, and incentivizes the workforce system to ensure trained workers are well-equipped to meet the training and skill needs of participating employers.

Appendix A

Program Year 2016 and Program Year 2017 Final Negotiated Goals by Local Workforce Development Area (LWDA) and Outcome Measure¹

	Pennsylvania	Allegheny County	City of Pittsburgh	Berks	Bucks	Central	Chester	Delaware	Lackawanna	Lancaster	Lehigh Valley	Luzerne-Schuylkill	Montgomery	North Central	Northern Tier	Northwest	Philadelphia	Pocono Counties	South Central	Southern Allegheny	Southwest Corner	Tri-County	West Central	Westmoreland-Fayette	
Adult																									
Employment (Second Quarter after Exit)	65%	65%	65%	62%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	63%	63%	65%	65%	65.0%	65%	65%	65%	65%	
Employment (Fourth Quarter after Exit)	65%	65%	65%	62%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	63%	62%	65%	65%	65%	65%	65%	65%	65%	
Median Earnings (Second Quarter after Exit)	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	
Credential Attainment Rate	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	
Measurable Skill Gains	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	
Dislocated Workers																									
Employment (Second Quarter after Exit)	74%	74%	74%	72%	74%	74%	74%	74%	74%	74%	74%	74%	74%	74%	74%	72%	72%	74%	74%	74%	74%	74%	74%	74%	
Employment (Fourth Quarter after Exit)	75%	75%	75%	73%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	72%	73%	75%	75%	75%	75%	75%	75%	75%	
Median Earnings (Second Quarter after Exit)	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$6,300	\$7,000	\$7,000	\$6,300	\$6,500	\$6,700	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	
Credential Attainment Rate	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	
Measurable Skill Gains	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	
Youth																									
Employment (Second Quarter after Exit)	65%	57%	57%	59%	65%	65%	65%	65%	65%	65%	65%	61%	65%	65%	62%	61%	63%	65%	65%	65%	65%	65%	65%	65%	
Employment (Fourth Quarter after Exit)	57%	55%	55%	55%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	
Median Earnings (Second Quarter after Exit)	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	
Credential Attainment Rate	70%	70%	70%	60%	70%	70%	70%	70%	70%	70%	70%	65%	70%	70%	70%	66%	60%	66%	70%	70%	70%	70%	70%	70%	
Measurable Skill Gains	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	
Wagner Peyser																									
Employment (Second Quarter after Exit)	62%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Employment (Fourth Quarter after Exit)	65%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Median Earnings (Second Quarter after Exit)	\$5,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Credential Attainment Rate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Measurable Skill Gains	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

¹ All data is the same for Program Year 2016 and Program Year 2017