



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

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**Tom Wolf  
Governor**

## Contact Information

### **James Martini**

Executive Director  
PA Workforce Development Board  
651 Boas Street, Room 514  
Harrisburg, PA 17121  
[jamartini@pa.gov](mailto:jamartini@pa.gov)

### **Eileen Cipriani**

Deputy Secretary for Workforce Development  
PA Department of Labor & Industry  
651 Boas Street, Room 1700  
Harrisburg, PA 17121  
[ecipriani@pa.gov](mailto:ecipriani@pa.gov)

### **Dan Kuba**

Director, Bureau of Workforce Development Administration  
PA Department of Labor & Industry  
651 Boas Street, 12<sup>th</sup> Floor  
Harrisburg, PA 17121  
[dkuba@pa.gov](mailto:dkuba@pa.gov)

### **Ruben Pachay**

Director, Bureau of Workforce Partnership and Operations  
PA Department of Labor & Industry  
651 Boas Street, 12<sup>th</sup> Floor  
Harrisburg, PA 17121  
[rpachay@pa.gov](mailto:rpachay@pa.gov)

### **Eric Ramsay**

Director, Apprenticeship and Training Office  
PA Department of Labor & Industry  
651 Boas Street, 12<sup>th</sup> Floor  
Harrisburg, PA 17121  
[eramsay@pa.gov](mailto:eramsay@pa.gov)

### **Ed Legge**

Director, Center for Workforce Information and Analysis  
PA Department of Labor & Industry  
651 Boas Street, 2<sup>nd</sup> Floor  
Harrisburg, PA 17121  
[elegge@pa.gov](mailto:elegge@pa.gov)

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## 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.*

Every WIOA waiver submitted by the Commonwealth of Pennsylvania supports the state's strategic workforce development priorities and the efficient and effective delivery of workforce development services across the system. Pennsylvania has two active WIOA waivers approved by the U.S. Department of Labor's Employment & Training Administration, or USDOL-ETA, during PY 2018:

- 1. Waiver to allow local areas to provide in-school youth (ages 16-21) with Individual Training Accounts**
  - *WIOA and Regulatory Citation(s): 20 CFR 681.550*
  - USDOL approved this waiver on September 28, 2018
- 2. Waiver to allow flexibility in the use of WIOA funds reserved by the Governor to provide statewide rapid response activities and other employment and training activities when a qualifying disaster event occurs**
  - *WIOA and Regulatory Citation(s): WIOA 134(a)(2)(A), 134(a)(2)(B) and 134(a)(3)*
  - USDOL approved this waiver on December 3, 2018

Both waivers were approved by USDOL after the start of the 2018 program year. Since a WIOA waiver must be available for use during a full program year so that an effective evaluation of the waiver can be completed, the Commonwealth will evaluate WIOA waivers available for use during the entirety of program year 2019 and report the findings within the PY 2019 WIOA Annual Performance Report Narrative.

## 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 two selected 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. This is calculated by dividing the number of establishments in the Commonwealth Workforce Development System, or 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, rather than annually. This will be calculated by dividing the total number of job orders receiving a referral within a given quarter, 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 engaged in or continued several research projects during PY 2018. Each project is described below, addressing items (a) through (e), when applicable.

### **LEAN Evaluation of One-Stop Operating Budget Processing**

In alignment with Governor Wolf's GO-TIME (Governor's Office of Transformation Innovation Management and Efficiency) initiative, the Pennsylvania Department of Labor & Industry, or L&I, in partnership with local workforce development boards, or LWDBs, and representatives from other state agencies, is working to improve the review process of the one-stop, or PA CareerLink®, operating budgets. Initially, L&I focused on improving its internal review process by implementing the concepts of LEAN.

Moving forward, L&I will be working with multiple entities, beginning with local workforce service delivery system staff, to enhance the overall review process to create a new and enhanced process in the state's workforce financial management system. It is anticipated that this enhancement to CWDS 2.0 will significantly decrease the time currently involved in the budgeting process, while increasing efficiency at the same time. Staff at every level of Pennsylvania's workforce system will have a chance to identify opportunities to improve the process.

### **Mobile Concepts**

L&I has contracted with Jobs for the Future, or JFF, to take a deeper look into the Northwest Workforce Development Area's mobile method of service delivery. With JFF's national presence and familiarity with similar approaches to service delivery, this entity will help provide Pennsylvania's workforce development staff and partners with various options for providing the best services to the system's ever-changing customers -- both employers and jobseekers -- as well as the state's incumbent workforce. L&I intends to use this evaluation as a foundation for evaluating the Commonwealth's service delivery system overall.

### **CWDS Technology and Visioning**

In 2018, the Commonwealth engaged in a targeted survey campaign to elicit feedback from users of the system of record, CWDS. The results of those surveys indicate two clear areas for improvement: enhanced case management capabilities for staff and a streamlined public-user experience in PA CareerLink® online.

In January 2019, a visioning session, which included Commonwealth field and central office staff, WIOA title I contractor staff, L&I's Office of Vocational Rehabilitation, or OVR, staff and the PA Department of Human Services, or DHS, staff, was held to evaluate the surveys and further explore the

issues presented. Again, the themes that emerged are the need for case management upgrades for staff and a redesigned, more user-friendly public online system.

Two focus groups were conducted to validate the subjects identified through both the surveys, and the visioning lab. The first session included local board leaders and was centered around case management capabilities and executive-level dashboard views. The second session was for public users of both PA CareerLink® centers and online services. The participants of the focus group were identified and recruited by local PA CareerLink® center staff. Both sessions provided valuable insight into the needs of users.

The Department of Labor & Industry concurrently conducted a human-centered design evaluation to understand, first-hand, the experiences of the PA CareerLink® center customer. A third-party vendor was procured to work with local PA CareerLink® staff and customers to understand how the Commonwealth can improve and align the delivery of in-person and online services.

### **Pre-Apprenticeship Research and Survey**

The PY 2017 WIOA Annual Performance Report Narrative highlighted the Pennsylvania Workforce Development Board's, or PA WDB's, partnership with L&I's Apprenticeship and Training Office, or ATO, in engaging a third-party vendor to survey the status of pre-apprenticeships around the state.

Results include a total of 112 respondents, with 63 of those respondents fully completing the survey. The survey completers represent 36 programs who provided programming to nearly 1,440 student pre-apprentices. Nearly 85 percent of the represented pre-apprentices completed their program, with the top four programs totaling between 50 - 220 pre-apprentices linked to programs in construction, energy, manufacturing, and metals manufacturing. Other notable results indicate that two-thirds of the respondents who provided an age-range of their student participants served 11<sup>th</sup> and 12<sup>th</sup> graders, a quarter served younger grades, and a third fell within the WIOA out-of-school youth age range, 16 - 24 years.

Another notable result indicated that 44 of Pennsylvania's 67 counties are being served by pre-apprenticeship programs and in many, if not all cases, these programs are not starting from scratch. Those unserved counties did not have a community college or university branch campus, making tuition costs prohibitively expensive. This presents an opportunity for the targeting of PAsmart funds to pool, share, and build on existing knowledge and overcome rural post-secondary education limitations.

### **Career Pathways**

In 2018, the PA WDB began focusing on career pathways across Pennsylvania. The board is researching the various career pathways best practices, statewide. This research will be informed by interviews with PA WDB committee members, national experts, representatives from the PA Governor's Office, as well as the 22 LWDBs. These interviews will include a focus on how each local board defines career pathways, career pathways engagement with higher education, how pre-apprenticeship and apprenticeship programs are incorporated into career pathways, and more.

### **Reentry**

While there are many great reentry programs operating within Pennsylvania, there is not currently a resource cataloging these programs. The PA WDB's Reentry Committee has initiated the creation of an inventory of reentry services being conducted across Pennsylvania. The purpose of this inventory is to

provide information and a forum for organizations and practitioners to share best practices, learn from others in the field, and seek partnerships. This inventory will not only highlight best practices but will also identify gaps and duplications of reentry services around the state.

In addition to the inventory of reentry services, the Reentry Committee has partnered with the state Attorney General Office's Pennsylvania Reentry Council to plan and hold multiple Reentry Roundtable sessions statewide for the main purpose of engaging with employers to share information and resources regarding the benefits of hiring reentrants, as well as helping to address any employer questions and concerns. The first Reentry Roundtable was held in Philadelphia, with the partnership of the Philadelphia Workforce Development Board, in October 2019. Future sessions are being planned for Spring 2020. The feedback garnered during these sessions will also contribute to the future development of a Reentry Toolkit with best practices and other resources for employers around hiring returning citizens.

## **Approach to Customer Satisfaction**

*Describe 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 Commonwealth has created a strategy to address the issues identified through the research conducted during both 2018 and 2019. There has been engagement in the redesign of PA CareerLink® online and close collaboration with the PA Department of Human Services, or DHS, OVR, and the PA Department of Military and Veterans Affairs, to ensure robust service to shared customers. The PA Department of Corrections is being consulted to incorporate enhanced reentry services and job search functionality into PA CareerLink® online. A cognitive model is being designed for case management that uses predictive analytics to assist front-line case managers in guiding customers to the services most likely to ensure their success in the program. Enhancements to case management dashboards in CWDS and the creation of executive-level dashboards are being prioritized and are expected to be in production by November 2020.

### **Staff Service Training**

L&I has provided various trainings for PA CareerLink® and LWDB offices to maintain staff readiness in providing employer and jobseeker services. Since there are new staff in many of the PA CareerLink® locations, the department found it necessary to hold a total of 12 "PA CareerLink® 101 Foundations of Workforce Development" trainings for 193 new staff members. This 2-day class is designed to increase attendees' knowledge of workforce development in Pennsylvania (i.e., legislation, programs, and goals) and to sharpen skills for providing high-quality service to customers and colleagues. The trainings were held in Harrisburg and each class included staff from various local workforce development areas, or LWDAs.

Other trainings planned for the 2020 calendar year include:

- **The Importance of Coaching vs. Case Management:** This training will be available for the more than 690 case managers throughout the PA CareerLink® system and will focus on helping customers with significant barriers to employment.

- Scam Prevention Training: This mandatory training will be provided to all PA CareerLink® staff and will help with identifying fraudulent job postings that target vulnerable customers.

These trainings will be provided in webinar/classroom format throughout the 23 LWDAs.

## 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 continues to make progress on goals outlined in the WIOA Combined State Plan. Some highlights of this progress include:

- Goal 1.10 relates to adopting a common definition for career readiness across WIOA partner programs. To meet this goal, the PA WDB membership voted in May 2019 to approve the statewide definition of career readiness that was crafted by its Youth Committee, based on the results of an earlier career readiness survey developed in partnership with L&I's Center for Workforce Information and Analysis, or CWIA.
- Goal 4.3 relates to implementing a program of capacity building, peer learning, and evaluation to support Next Generation Industry Partnerships and apprenticeship programs, and other multi-employer workforce intermediaries in delivering greater value to: employers, jobseekers, incumbent workers and new hires, etc. To promote this goal, the PA WDB has commissioned surveys and studies for both industry partnership and apprenticeship program partners and stakeholders; the results of which serve to educate and inform, as well as drive expansion and improvements. Additionally, the Commonwealth invests in the planning and hosting of annual Industry Partnership Roundtable events as well as Apprenticeship Summits to further support these partnerships and programs.
- Goal 5.3 relates to embarking on a comprehensive upgrade of CWDS to provide for better jobseeker and employer experiences and allow staff greater case management and performance accountability functionality within and across core programs. To meet this goal, the Commonwealth has engaged in a targeted survey campaign, a visioning session, and human-centered design evaluations to develop a strategy, in collaboration with the staff of multiple state agencies, for its targeted investment in upgrades to the system of record. Additional information regarding this process is detailed within both the Evaluations and Customer Satisfaction sections of this report.
- Goals 5.4, 5.5, and 5.7 all have elements regarding strengthening data sharing and more effectively using data, particularly related to conducting evaluations of the workforce development system, making information available to Pennsylvanians to inform their decision-making, and developing a WIOA state plan dashboard to monitor implementation and achievement of workforce development goals. To assist with meeting these goals, the PA WDB membership voted unanimously to approve the recommendation developed by its Continuous Improvement Committee for Pennsylvania to publish available information online about the performance of its workforce development system. This information includes, but is not limited to:



- State and local WIOA program performance data, required to be reported to the federal government
- Information on discretionary grants awarded by Pennsylvania
- Any state-developed performance data

During the second half of PY 2018, the PA WDB also launched the process of developing the next WIOA Combined State Plan, which will take effect at the start of PY 2020. All relevant state agency partner staff have been engaged in regular meetings and working groups to inform the development of an effective 4-year plan with clearly identified measurables and benchmarks. The PA WDB has also gathered input and feedback on the WIOA Combined State Plan from its relevant committees. Additionally, during the summer of 2019, the PA WDB held five local stakeholder listening sessions at various locations across the state to ensure that all workforce development stakeholders have an opportunity to weigh in on the Commonwealth's vision and goals for the workforce development system.

## **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 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 PY 2018, the Commonwealth awarded funding to 28 Next Generation Industry Partnership projects in eight industry sectors. These awards were funded through state dollars and highlight the commitment to continue building sector strategies and industry partnerships.

The PA Workforce Development Board, L&I, the PA Department of Community and Economic Development, or DCED, the PA Department of Education, or PDE, and the Team Pennsylvania Foundation have all come together to support industry partnerships around the state. This interagency team developed Next Generation Industry Partnership Statewide Metrics, which are being used to create measurable outcomes and ensure quality programs and strategies across the state. These metrics will help inform future industry partnerships and sector strategies.

In addition to these metrics, the Commonwealth conducted a survey of Next Generation Industry Partnership Conveners and Business Champions. These surveys solicited feedback directly from the businesses leading industry partnerships, helping to increase business engagement and improve the program. Survey highlights include:

The most common outcomes of participating in the partnership for business member partners are:

- New recruitment practices
- New or improved internal trainings
- Support in finding employees with the skills and experiences needed
- Implementation of new or enhanced processes
- New Jobs Created
- Positions filled with qualified candidates

Additionally, as a result of participation in the partnership business members report:

- More detailed hiring processes, including assessments and testing
- The ability to provide trainings internally
- More funds to support quality training and support more incumbent workers
- New ideas for attracting and enhancing diversity

The most common priorities of the partnerships that responded are:

- Recruitment/retention
- Business to business networking
- Training development and facilitation
- Talent pipeline development
- Marketing/outreach

The results of the surveys illustrate how industry partnerships have been successful across Pennsylvania, as well as identifying the opportunities for improvement. These results are being used to shape sector strategies and policy going forward.

### **Work-Based Learning**

Acknowledging the importance of pre-apprenticeships in Governor Wolf's workforce development strategy, the PA WDB contracted with a third-party vendor to publish its survey findings in an *Inventory of Pre-Apprenticeship Programs Across Pennsylvania (January 7, 2019)*, which offers forward looking options for strengthening Pennsylvania's pre-apprenticeship and apprenticeship programs. These options include outcome measurements, database development and tracking tools, incorporation into overall sector strategy and performance, inclusionary grant solicitations leveraging \$2.5 million of grant opportunities to meet grantee-identified funding shortfalls for sustained pre-apprenticeship program management and leveraging educational funding streams. One of the more notable survey findings is the recognition of a capacity building need -- a facet that is both a current limitation and an opportunity.

### **Career Pathways Research and Survey**

In 2019, Pennsylvania is conducting research and a statewide inventory on the status of career pathway work. Additional information on this research can be found in the Career Pathways portion of the Evaluations section, earlier in this report.

### **PA BizWorks**

The PA Department of Labor & Industry continued work on the PA BizWorks employer guide during the 2019 calendar year. The focus group had representatives from L&I, DCED, PDE, and DHS. A rough draft of the employer guide was completed and is being routed through the various departments for comments and requested changes. The content of the guide includes employer services provided by various state agencies. Its purpose is to provide the employer community with coordinated workforce development, economic development, and other business services provided by the state.

Future phases will include training for state agency staff at the various departments around how agencies and programs can coordinate to efficiently and effectively deliver business services to the employer community. This cross-training will be an important aspect of PA BizWorks, as it will allow for staff to have knowledge of various employer services and fit the mold of a "one-stop shop" for employers.

## **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.*

Pennsylvania does not have a common exit policy; however, business rules established in the system of record exits participants from common measures after 90 days of not receiving a partner service. This business rule applies to WIOA title I, title III and Trade Act participations.

*Negotiated performance levels for local areas for titles I and III core programs for program years 2018-2019.*

Negotiated performance levels are outlined within Appendix A. That table covers both Program Year 2018 and Program Year 2019.

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

The Commonwealth initiated discussions within L&I between the Bureau of Workforce Partnership & Operations', or BWPO's, Quality Assurance division and CWIA's Performance Reporting team on the Commonwealth's approach to data validation in January 2019, following the issuance of USDOL-ETA's Training and Employment Guidance Letter No. 07-18 on December 19, 2018. Procedures and materials produced during data validation efforts under the Workforce Investment Act were reviewed and it was determined that some of the logistical framework and types of documents (e.g., checklists and references) will be helpful to continue to use, most particularly because of staff turnover and staff vacancies – both those staff who will perform data validation as well as staff in field offices – have made new untested/unproven procedures problematic to create and effectively implement. A supervisor from the Quality Assurance team and a manager from CWIA attended the USDOL training conference on data validation in Chicago in April 2019, bringing back to Pennsylvania useful information and guidance that was shared with staff. The Quality Assurance team has drafted some of the tools it will use for validating documents and documentation processes on a quarterly and annual basis, while the CWIA team is in the process of developing the statistical model for identifying the participant records to be sampled.

When the additional USDOL guidance becomes available during PY 2019, Pennsylvania will finalize its training elements (i.e., written materials and conference calls), data validation tools, and the sample extraction.

## **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.*

WIOA allows Governors to set aside a portion of federal workforce funds for statewide activities including the implementation of innovative programs and strategies designed to meet the workforce needs of all employers, including small employers, in Pennsylvania. These programs and strategies make the workforce development system more relevant to the needs of state and local businesses, and support the career development of workers, consistent with the objectives of WIOA. Additionally, through the use of technology, the Commonwealth can increase access to workforce programs with an emphasis on expanding access to individuals with barriers.

Some of the initiatives and programs funded through the Governor’s Reserve include:

- Commonwealth Workforce Development System\*
- Teacher in the Workplace
- Business Education Partnerships
- State/Local Internship Program
- Youth Reentry

*\*CWDS, as stated earlier, is the state’s official system of record for the workforce development system. Throughout the year, the Commonwealth supports the management, administration, enhancement and modification of this system to effectively satisfy federal reporting requirements. CWDS manages the data collection and financial tracking of required workforce programs.*

A detailed description of the bottom four grant initiatives and activities listed above, including their impact, can be found in the Promising Practices, Lessons Learned, and Success Stories section of this report.

## **Rapid Response Activities and Layoff Aversion**

*Data on the number of companies served and the number of individuals served.*

Pennsylvania served 364 companies and 18,088 individuals during Program Year 2018.

*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.*

Labor & Industry, through its Rapid Response team, is making it a priority to include Trade Adjustment Assistance, or TAA, information at every employer fact-finding session. With this approach, Pennsylvania has increased the number of Trade petitions and dislocated workers, or DWs, benefitting from this program.

Pennsylvania is collaborating with labor unions to reach more businesses and impacted workers. Through this collaboration, the Rapid Response team connects DWs with reemployment services. PA CareerLink® staff are more frequently included in Trade Benefits Rights Interview meetings (DWs also 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.

The Commonwealth has continued with enhancements to CWDS to capture Rapid Response and Trade activities. This has resulted in improved performance measures and outcomes. Pennsylvania has also developed a Rapid Response Dislocation dashboard. This dashboard allows 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 has evolved the Trade Act central office team to a more mobile unit. They are responsible for TAA training approvals and waivers.

Labor & Industry has located Trade staff regionally within PA CareerLink® offices to provide them more opportunities to work directly with field staff. Co-location has created more peer-to-peer training opportunities, increased staff capacity to assist with high Trade volume, and encouraged co-enrollment opportunities for DWs.

The Commonwealth has also developed a plan for addressing and coordinating its response to large layoff events. Rapid Response staff partner with the PA CareerLink® offices and execute the Initial Enrollment and Assessment, or IEA, process for workers eligible for TAA. The IEA process ensures that trade-impacted workers get connected with PA CareerLink® staff, receive a preliminary assessment, enroll in the DW program, access the broader workforce development system in a timely manner, and provides a mechanism for PA CareerLink® staff to manage the 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. Staff can be more responsive to the needs at the local level.

*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 compensation, or UC, 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, L&I notifies the appropriate workforce and economic development staff and their partners for layoff aversion and intervention strategies.

After receiving a Worker Adjustment and Retraining Notification, or 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, or 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® system, UC, and local supportive resources.

When a Pennsylvania company announces a major layoff or plant closing, CWIA 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 a UC 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
- Reducing the impact on the Unemployment Insurance, or UI, Trust Fund.

Over the past five years, Rapid Response services, in partnership with the SEWN program, saved the Commonwealth's UI Trust Fund over \$45.4 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® site is encouraged to 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® site, 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 representatives, and providing information on the services available through the PA CareerLink® and workforce development systems.

Pennsylvania has standardized the hard copy materials provided to Rapid Response meeting attendees, including regional PA CareerLink® information. 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 LWDAs with a "mobile concept" to supplement or supplant brick and mortar locations, the PA CareerLink® staff provide information on how impacted workers can receive mobile services.

Whenever dislocation events and relevant employers allow 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 of 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 like the 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 in 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 DW program, and/or receive an appointment for a basic educational assessment or other follow-up services.

Rapid Response serves as a gateway for employers, unions, and workers to access Trade benefits and information. The Trade Act provides DWs, who have been adversely affected by a company downsizing/closing as a result of foreign imports, with additional reemployment benefits. To increase outreach, Pennsylvania has joined the states of Oregon, Virginia, New Jersey, Connecticut, and Alaska to pilot new initiatives within the Trade Act program. Pennsylvania is working to increase opportunities for Trade-affected workers to access benefits, receive individualized re-employment services while in training, and have access to intensive job search assistance once a training program is completed. To accomplish this, L&I's Workforce Development Deputate is working with the Governor's Office to increase complement that will allow additional services to be provided to customers. The additional staff will help with:

- Increasing case management/coaching for customers throughout the Trade process.
- Filing Trade petitions on behalf of the employees/union/employer/state agency. Staff will be able to perform preliminary research on why a dislocation/closure occurred and facilitate the possible linkage with foreign imports.
- Expanding collaboration with training providers to ensure that Trade customers are successfully completing the training programs.
- Increasing the level of collaboration with ATO to link Trade customers with apprenticeship opportunities in the LWDA.
- Building stronger partnerships with the local Business Services Teams to "market" Trade customers to employers that need skilled workers.

This initiative started during the 4th quarter of 2019 and will be ongoing for the 2020 Calendar year.

*Discussion of specific Types of services or workshops provided to both companies and affected workers.*

Rapid Response activities are triggered when L&I learns of a planned closure or layoff, either by receiving a notice as required under the WARN Act, through the media, or by information provided by community and business leaders. Services may also be offered when Pennsylvania experiences mass job dislocation as the result of a natural disaster. There is no charge to the employer or employee for these services, and they are provided regardless of the reason for the layoff or closing; however, employer participation is vital to the services' success.

Rapid Response Services, or RRS, initiates a fact-finding meeting to plan for coordination of services within 48 hours of receipt of notice. Contact is made with the employer and any union to develop a preliminary service strategy. Rapid Response information meetings are held either at the workplace or at a convenient site to provide workers with a wide range of information about benefits and services that are critical for a successful transition to new employment or training for a high priority occupation, or HPO. When possible, information meetings are held prior to the layoff date and on company time.

Rapid Response Services helps dislocated workers turn the challenge of a layoff into an opportunity by providing information about, and access to, the following services:

- Unemployment compensation
- Career counseling resume preparation and job-search assistance
- Education and training opportunities, including Trade Adjustment Assistance
- Locally available supportive services
- Referrals and information about English as a second language or Limited English Proficiency classes
- Referrals and information about Adult Basic Education and GED classes
- Referrals and information about services available through OVR
- DW transition teams
- Surviving a layoff, resume preparation, and interviewing skills workshops
- Information about the local labor market
- Information about retirement-plan benefits, Social Security and health-insurance options
- Services exclusively for veterans and adults with disabilities

When employers contact RRS, they can expect:

- A quick response to transition planning needs
- Confidentiality concerning business decisions
- Help throughout their entire business cycle
- Assistance with understanding government regulations
- Information about alternatives that may reduce or avoid layoffs
- For small- to medium-sized businesses, referral to agencies that can help in re-structuring to avoid layoffs or closing the business
- Higher productivity and worker morale and lower absenteeism during the layoff event due to reduced stress

Lastly, community involvement forms the basis for some of the most dynamic and effective transition services available. The benefits of RRS to the community include:

- Working with elected officials at the state and local levels
- Helping to save the local tax base by keeping workers employed
- Lessening adverse economic effects on other businesses within the community
- Responding to job and business loss when a natural disaster occurs
- Coordinating available resources by tapping into the community's service providers
- Reducing emotional and financial stress on the community by offering workshops for unemployed workers, and local affected supply-chain or vendor companies
- Coordinating support groups and transition teams for unemployed workers

Rapid Response Services staff will maintain a comprehensive set of partnerships to provide customers the services, resources, and benefits they are eligible for and need. To complement the current network of partnerships, RRS will continue outreach efforts to other entities such as local chapters of the Society



for Human Resource Management, manufacturing associations, state and local economic development entities, chambers of commerce, Next Generation Industry Partnerships and sector-based associations and business groups. Central labor councils and area labor federations are increasing awareness of Rapid Response Services as a business-cycle service linking workforce and economic development.

## **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 Commonwealth is currently managing two National Dislocated Worker Grants, or NDWGs. These grants are provided through contract to the LWDBs so that targeted activities, occurring in the one-stop to reach individuals touched by the rapid response system, can be leveraged. Through this leveraging, the National Health Emergency, or NHE, Dislocated Worker Demonstration Grants to Address the Opioid Crisis has braided funding under WIOA to provide expanded access to individuals. The Trade and Economic Transition, or TET, NDWG specifically requires co-enrollment, as the Commonwealth has strategically designed this grant to only fund two allowable services (i.e., training and supportive services), whereas the remaining services must be provided with alternate workforce funding. Pennsylvania has seen significant utilization of braided services between use of WIOA formula funds and these grants. A summary of these opportunities is provided below:

### **Opioid Grant - Grant Period:** July 1, 2018 through June 30, 2020

Labor & Industry, in partnership with four targeted LWDBs, having some of the highest rates of related opioid and economic concerns, received a \$4,997,287 NHE Dislocated Worker Demonstration Grant to Address the Opioid Crisis. This grant is being utilized to provide career, training and supportive services in Pennsylvania communities impacted by the health and economic effects of widespread opioid use, addiction, and overdose. PA CareerLink® resources are being leveraged to support and help Pennsylvanians affected by this crisis, working with co-located state and local partners – including WIOA title I providers, Wagner- Peyser and labor exchange staff, and OVR – to support frontline professionals that address opioid abuse in communities.

Service strategies of the grant consist of three overarching initiatives among the four LWDBs:

- Integrate treatment and employment services
- Expand related medical and treatment services
- Educate and engage employers

Over 100 individuals directly and indirectly affected by the opioid crisis, have been provided services funded by the grant.

**Trade Economic Transition Grant - Grant Period:** October 1, 2018 through September 30, 2020  
Labor & Industry awarded 10 TET grants to 10 LWDBs across Pennsylvania to train dislocated workers in HPOs and provide comprehensive supportive services that are necessary, so that the participants are able to take the next steps toward a sustainable career. Currently, this grant is serving 125 participants, allowing them to develop new work-related skills that will benefit them as they continue training for a new career. A lower unemployment rate means that employers are hiring for more specialized skill jobs and this grant is a tool that can help to close the skill gap for local employers. The focus of this grant is to help increase the skill level of entry-level DWs to become competitive for growing high-demand employment opportunities.

## **Technical Assistance Needs**

*Any technical assistance needs of the state workforce system.*

Pennsylvania has sent a team to the state of Oregon to observe their contingency of operations regarding their Trade programming. L&I staff will look at promising practices to determine the potential of replicating those within the state. This collaboration will also allow for conversations about what is working and what is not.

## **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:

### **Co-enrollment Cohort**

The Commonwealth's "Ideal Vision of Co-enrollment" was presented to USDOL and Maher & Maher consultants in May 2018, and subsequently approved. The next step was to operationalize co-enrollment based on the cohort's cross-training plan. The plan is a five-pronged attack to address the following:

1. What do we want to do? What is the strategy?
2. How will we get there? Specific action steps?
3. How long will it take?
4. Who is responsible for what?
5. How will we know it's successful? How do we measure it?

The answers to these questions came through a series of brainstorming meetings with a team comprised of staff from L&I, PDE, and Penn State University, using funding sources, current policies and practices, and supporting resources. The team developed benchmarks and goals to measure its success. The first milestone was to present goals and ideas and gather feedback from partners in attendance at the Pennsylvania Workforce Development Association's WDB Symposium held in State College, PA in October 2019. That goal was achieved when 45 participants took part in a focus group. The group was

split into two smaller groups for a facilitated discussion to describe what currently occurs for training and cross-training in PA CareerLink® offices and those of various partner agencies.

Common themes emerged revolving around descriptions of cross-training, content, identification of participants, sustainability, challenges, and benefits. The cohort then compiled all the data, from attendance, to comments, to a summary of all the themes. The next benchmark was a follow-up cohort team meeting to review all the material from the symposium, determine other agency representatives that should be involved, and gather a group of subject matter experts, in collaboration with L&I's BWPO Director, to assist with content development. The work of this cohort is continuing to progress.

### **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.

The Office of Vocational Rehabilitation's mission is to assist Pennsylvanians with disabilities to secure and maintain employment and independence. In program year 2018, OVR worked with over 70,000 individuals and 6,000 employers, assisting over 7,490 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 high paying occupations through innovative initiatives, including the Welding Technology Program and the CVS Pharmacy Tech Program.

The Office of Vocational Rehabilitation routinely engages with employers and businesses to better understand their workforce needs to prepare individuals with disabilities with the industry skills, to best meet the demands required by businesses and employers, to be successful in competing in the global marketplace. OVR's Business Service staff are available to meet with an employer to listen and explore their organization's unique culture, learn about the services or products they produce, their employee skill needs, and how the leadership of that company or organization envisions their future workforce succession planning. This approach increases opportunities for OVR to promote the inclusion of individuals with disabilities' talent throughout all levels of an organization. Where possible, OVR will coordinate business outreach with LWDBs, PA CareerLink® sites, economic development partners, community rehabilitation agencies, DHS' Office of Developmental Programs, DHS' Office of Mental Health and Substance Abuse Services, DHS' Office of Long-Term Living, and other BWPO multi-employer workforce partnerships.

Since 2017, OVR has engaged in a successful initiative with DHS' Bureau of Juvenile Justice Services, or BJJS, to assist a population that has significant barriers to employment. A Memorandum of Understanding, or MOU, has been developed between OVR and BJJS. The MOU was established to provide pre-employment transition services to adjudicated students and youth placed in Pennsylvania Academic & Career/Technical Training, or PACTT, affiliate locations. The MOU was amended in July 2019 to also include dependent students and youth. OVR has collaborated with the PACTT affiliates to provide the five required pre-employment transition services to this vulnerable population to expose them to as many employment and post-secondary options as possible. OVR has provided group and individual services to these affiliates through pre-employment transition services provider agreements with the PACTT affiliate, OVR staff, or an outside provider. OVR has also collaborated with local community colleges to provide post-secondary educational opportunities to residential, community-based, and

secure facilities throughout the state.

The Office of Vocational Rehabilitation also once again partnered with the PA Office of Administration, or OA, Human Resources staff to develop a paid summer internship for college students. During the summer of 2019, OVR recruited and sponsored 23 college students for a 10-week paid summer internship program. 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 \$13.56 per hour, or approximately \$5,000 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 continues to actively participate in National Disability Employment Awareness Month, or NDEAM, activities. Observed each October, NDEAM is a nationwide campaign that raises awareness about disability employment issues and celebrates the many and varied contributions of American workers with disabilities. The 2019 NDEAM theme is "The Right Talent, Right Now." OVR District Offices have coordinated and participated in several NDEAM events with employers and jobseekers involving job fairs, Employment Expo's, Career and Transition Fairs, as well as providing specialty presentations to stakeholders to increase competitive integrated employment opportunities for individuals with disabilities.

### **Adult Basic Education**

WIOA titles I and III staff and other workforce development partners continue to work with WIOA title II providers to support the needs of individuals who are basic skills deficient and English language learners, as needed at the local level. Examples include the co-enrollment of youth in WIOA title I Youth and title II Adult Basic Education services, and the use of local workforce dollars to support the training costs of integrated education and training activities provided by title II providers.

### **Teacher in the Workplace**

Labor & Industry, in partnership with PDE, awarded 59 Teacher in the Workplace, or TIW, grants to 18 LWDBs across Pennsylvania. The goal of the TIW grant is three-pronged:

1. to increase career and work-based learning experiences for learners to prepare them for postsecondary success
2. to meet the workforce needs of employers in the state
3. to build sustainable business partnerships for continual systemic alignment

The award totaled more than \$2.6 million. The LWDBs partnered with school districts, chambers of commerce and intermediate units in their area. Participants were able to visit various types of industries, where they received hands-on training in HPOs, which enables them to share their experiences with their students. This funding has provided over 1,800 educators, counselors and administrators, from elementary through high school, the opportunity to meet with their peers from different schools to share ideas and develop innovative curriculum that they can take back to their classrooms and incorporate into their lesson plans.

### **Business Education Partnerships**

The Department of Labor & Industry awarded 22 Business Education Partnership, or BEP, grants for program year 2018. The award totaled more than \$2.6 million. The BEP program allows school districts to collaborate with local business and LWDBs to educate students (the future workforce), parents and guardians regarding HPOs and career pathways. These programs are intended to help inform students,

parents, and guardians of the in-demand technical careers for students to more directly enter the workforce. The partnerships connect employers, parents, guardians and students to provide career-related experiences, exposure to different workplace opportunities and knowledge regarding opportunities in the state. This is achieved through opportunities including, but not limited to, internships, job shadowing, career mentoring, career awareness activities and tours.

### **State/Local Internship Program**

The 2019 State/Local Internship Program, or SLIP, which operated as a demonstration project for eight weeks during the summer, awarded \$3.5 million to the 22 LWDBs, placing more than 1,100 youth and young adults, ages 16 - 24, into internships at 657 worksites.

For more than 250 SLIP participants, this placement was their first job or work experience. SLIP youth included 298 high school students, 58 high school graduates, 485 college students, 29 college graduates, and 70 youth with only some college. Of the total program participants, 11 percent were hired either full-time or part-time following the conclusion of the program. Of those who did not enter directly into the workforce, 302 were returning to their high school studies, 522 were continuing to post-secondary education, 43 were continuing into an apprenticeship or training program, and four had plans to enter the military.

The 657 worksites belonged to a variety of industries, among them: healthcare, manufacturing, logistics/transportation, information technology, and business services. SLIP not only engaged with diverse industries but, in addition, provided 125 young women with the opportunity to experience working in positions considered to be non-traditional for a woman.

The impact that this program has had on businesses includes short-term ones, such as providing needed support to their existing employees on current projects, as well as long-term impacts, such as creating innovative changes to processes, saving the businesses time and money.

The goals that the SLIP participants wanted to accomplish from participation in this internship experience were many; however, they all had a common theme, obtaining the opportunity to explore, network, and obtain hands-on experience in fields related to their interests or studies. All interns stated that their goals were met and that this program surpassed their expectations.

### **Pennsylvania Outdoor Corps**

Labor & Industry with the Department of Conservation and Natural Resources, or DCNR, invested nearly \$2 million to support the Pennsylvania Outdoor Corps. Outdoor Corps offers full-time paid work experience, job training, and educational opportunities to young people through completing critical conservation projects, improving recreation infrastructures, enhancing habitats, and maintaining public lands. In addition to offering hands-on job skills, the program provides weekly learning opportunities in environmental education, career development, job readiness, resource management, and recreation skills. Crew members are given the opportunity to receive transferable certifications and trainings. They are also provided workforce preparation training through PA CareerLink® sites and OA to prepare their resumes and develop their interview skills. This program also offers the opportunity to build employability or soft skills, including collaboration, communication, creativity, critical thinking, and a sense of social responsibility. Youth crew members, ages 15-18, earned \$10.35 per hour, and Adult crew members, ages 18-25, earned \$10.55.

In program year 2018, the Outdoor Corps employed and trained approximately 252 participants,

improved and installed 3,662 structures, 266 acres of land, 32,693 feet of shoreline, 342 miles of trail and 6,203 plants. Crew members also supported the collection of 14,694 data points, most of which were during urban tree inventory projects. All this was completed with over 114,000 hours of service from the members and their crew leaders in the program. PA Outdoor Corps was built on the foundation of interagency collaboration to create a collective impact. State agencies, community partners, and local organizations have all worked in unity to provide projects, recruits, education, and funding to expand the Corps' reach and influence. Once 2019 crew member has already secured an administrative position at one of Pennsylvania's State Parks. Additionally, while it is too early to track the career trajectories of the 2018 participants, it is anticipated that those PA Outdoor Corps crew members and leaders will compose most of the January 2020 class of DCNR Park Manager trainees.

### **Youth Reentry**

The Department of Labor & Industry is in the process of awarding \$5 million in funding being made available through WIOA Governor's Reserved Funds. The goal of the grant includes engaging youth who were incarcerated or were subject to the justice system into a career pathway leading to postsecondary education, advanced training, and/or meaningful employment. Submissions have included the proposed expansion of youth reentry programs for young people, ages 18-24. Additionally, many of the proposal submissions have also featured close working relationships between local workforce development boards, PACTT affiliates, the PA CareerLink® system, county and/or state justice systems, community or faith-based organizations, foster care systems, the federal bonding program, career and technical education centers, Job Corps, and institutions of higher education.

### **Workforce System Challenges**

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

Pennsylvania has identified two major challenges in the workforce system:

#### **Partner Involvement in Costs Associated with the One-Stop System**

Pennsylvania enjoys a solid working relationship among the state agencies that are responsible for the required partner programs in the local service delivery system, which enhances the ability of LWDBs to engage the local partners who represent such partner programs. However, the Commonwealth finds it difficult to engage local grantees who receive federal grants to implement the programs. Some grantees do not see the need to contribute to the one-stop system because there is nothing in their guidance or grant agreements that compel them to contribute. Pennsylvania recommends that whenever these grants are awarded from respective federal agencies, a stipulation be added that grantees are required to engage with the local workforce system and contribute to the infrastructure and other costs.

#### **Data Sharing Prohibitions**

Integration of services between programs and agencies, while one of the main tenets of WIOA, remains challenging at times due to state and federal laws that prohibit data sharing. Although strides have been made in this area, many staff and system resources are necessary to accomplish this goal.

## **Pay-for-Performance**

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

Pennsylvania does not currently have any local Pay-for-Performance contracting models to highlight. However, the Philadelphia Workforce Development Board is piloting an innovative “Pay for Success,” or PFS, contracting model in the Philadelphia region.

This is a unique local collaboration between the public sector, Philadelphia Works, and a leading private sector employer, Comcast, to invest in the local workforce. The pilot will target up to 75 new workers over a three-year period.

During this three-year project, if the workers are determined to have had 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-success 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 that workers are well-equipped to meet the training and skill needs of participating employers.

Working group meetings are on-going to operationalize the PFS model in Philadelphia. With the Eligible Partnership (Social Finance and Sorenson Impact), the in-demand skills needed for business-to-business sales positions within Comcast have been finalized. Philadelphia Works is in the process of coordinating the Master Service Agreement and Statement of Work with Comcast, as well as finalizing a Request for Proposals to procure a training provider. The program is anticipated to launch in early 2020.

# Appendix A

## Program Year 2018 and Program Year 2019 Final Negotiated Goals by Local Workforce Development Area (LWDA) and Outcome Measure<sup>1</sup>

	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
<b>Adult</b>																								
Employment (Second Quarter after Exit)	73%	77%	77%	80%	75%	77%	73%	70%	78%	73%	75%	77%	70%	75%	78%	73%	73%	73%	77%	71.5%	74%	73%	78%	73%
Employment (Fourth Quarter after Exit)	70%	72%	72%	72%	70%	76%	70%	70%	80%	70%	70%	75%	77%	77%	73%	76%	70%	78%	82%	77%	71%	67%	78%	72%
Median Earnings (Second Quarter after Exit)	\$5,300	\$5,400	\$5,400	\$7,800	\$6,200	\$5,100	\$5,300	\$4,500	\$6,000	\$5,000	\$5,700	\$6,000	\$5,300	\$4,200	\$5,000	\$5,600	\$5,400	\$5,000	\$6,500	\$5,350	\$5,900	\$5,000	\$5,800	\$6,400
Credential Attainment Rate	55%	57%	57%	75%	50%	62%	55%	70%	65%	65%	68%	57%	68%	81%	68%	62%	50%	64%	55%	67%	65%	67%	63%	66%
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
<b>Dislocated Workers</b>																								
Employment (Second Quarter after Exit)	75%	78%	78%	85%	79%	78%	75%	77%	83%	78%	77%	77%	82%	83%	79%	80%	75%	78%	84%	87%	78%	82%	80%	86%
Employment (Fourth Quarter after Exit)	76%	78%	78%	85%	76%	78%	76%	77%	82%	78%	76%	77%	86%	90%	80%	80%	76%	76%	84%	87%	79%	83%	80%	86%
Median Earnings (Second Quarter after Exit)	\$7,300	\$7,700	\$7,700	\$8,000	\$7,500	\$7,300	\$7,600	\$8,600	\$8,000	\$7,600	\$7,800	\$7,300	\$8,300	\$7,500	\$7,200	\$9,000	\$6,700	\$6,700	\$7,900	\$7,500	\$7,300	\$8,300	\$7,300	\$8,600
Credential Attainment Rate	57%	62%	62%	57%	57%	68%	57%	76%	65%	65%	65%	61%	63%	65%	62%	65%	52%	64%	64%	76%	67%	70%	67%	75%
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
<b>Youth</b>																								
Employment (Second Quarter after Exit)	65%	60%	60%	75%	65%	65%	65%	75%	65%	72%	68%	65%	65%	65%	65%	62%	65%	65%	72%	66%	65%	65%	65%	60%
Employment (Fourth Quarter after Exit)	58%	55%	55%	75%	68%	62%	62%	57%	63%	62%	61%	60%	62%	65%	58%	60%	62%	60%	74%	78%	72%	71%	53%	60%
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	72%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%
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
<b>Wagner Peysner</b>																								
Employment (Second Quarter after Exit)	62%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employment (Fourth Quarter after Exit)	62%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Median Earnings (Second Quarter after Exit)	\$5,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Credential Attainment Rate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Measurable Skill Gains	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

<sup>1</sup>All data is the same for Program Year 2018 and Program Year 2019.