



Quarterly Meeting Briefing Book

Wednesday, August 15, 2018
10:00 AM to 2:00 PM

Pennsylvania School Boards Association
Mechanicsburg, Pennsylvania

Tom Wolf
Governor

Jeff Brown
Chair



Quarterly Meeting Briefing Book Table of Contents

Meeting Agenda and Minutes	
August 15, 2018 Meeting Agenda.....	3
May 23, 2018 Meeting Minutes.....	5
Chair’s Updates	
Deputy Secretary’s Report.....	13
PA WDB Executive Order 2018-04.....	21
2019 Quarterly Meeting Schedule.....	27
Committee Updates	
Continuous Improvement Committee Update.....	29
Pre-Apprenticeship Research Project Memo.....	31
Healthcare Workforce Ad Hoc Committee Update.....	33
Re-entry Ad Hoc Committee Update.....	37
PAsmart Competitive Grant Program	
PAsmart One-Pager.....	41
PAsmart Timeline.....	43
WIOA Combined State Plan Waivers Overview	
WIOA Waiver Request Process.....	45
Next Generation Industry Partnership Updates	
Next Generation Industry Partnership Statewide Metrics Memo.....	47
Next Generation Industry Partnership Statewide Metrics Draft.....	49
Other Resources	
Labor Market Information Update.....	51
PA CareerLink® Update.....	53

Quarterly Board Meeting

Wednesday, August 15, 2018
10:00 AM to 2:00 PM

Pennsylvania School Boards Association
Pennsylvania A/B
400 Bent Creek Boulevard, Mechanicsburg, Pennsylvania

Agenda

- 10:00 AM Welcome and Introductions, Chair Jeff Brown
- Review and Approve August 15, 2018 Meeting Agenda – **VOTE**
 - Review and Approve May 23, 2018 Meeting Minutes – **VOTE**
- 10:05 AM Chair's Updates, Chair Jeff Brown
- Deputy Secretary's Report, L&I Deputy Secretary Eileen Cipriani
 - New PA WDB Executive Order, Chair Brown
 - 2019 Quarterly Meeting Schedule, Chair Brown
 - Tuesday, February 5
 - Wednesday, May 1
 - Tuesday, August 13
 - Wednesday, November 6
- 10:30 AM Committee Updates and Discussion
- Continuous Improvement, Chair Brian Funkhouser
 - Digital Strategies Subcommittee, Chair John Thornton
 - Career Pathways and Apprenticeship, Chair Julene Campion
 - Industry Partnerships and Employer Engagement, Chair John "Ski" Sygielski
 - Youth Committee, Chair James Kunz
 - Healthcare Workforce, Chair Matt Yarnell
 - Re-entry, Chair Jeff Brown
- 11:00 AM PAsmart Competitive Grant Program, Role of PA WDB, and Discussion
- Presenter: Carrie Amann, Office of Governor Tom Wolf
- 12:00 PM Break and Working Lunch
- 12:30 PM WIOA Combined State Plan Waivers Overview
- In-School Youth Individual Training Accounts (ITA)
 - Disaster Relief and Workforce Development
- Presenter: Dan Kuba, Department of Labor and Industry

12:45 PM Next Generation Industry Partnership Updates from North Central PA (Advanced Manufacturing and Healthcare) and Statewide Metrics Discussion

Presenters: John “Ski” Sygielski, PA WDB Member and Harrisburg Area Community College
Erica Mulberger, Central PA Workforce Development Corporation
Ronn Cort, SEKISUI SPI
Julene Campion, Geisinger Health and PA WDB Member

1:45 PM Public Comment Period

2:00 PM Adjourn – **VOTE**

Next Meeting:

Tuesday, October 23, 2018 at the Pennsylvania School Boards Association

Quarterly Board Meeting

Wednesday, May 23, 2018
10:00 AM to 2:00 PM

Pennsylvania School Boards Association
Pennsylvania A/B
400 Bent Creek Boulevard, Mechanicsburg, Pennsylvania

Meeting Minutes

Attendance

Members: Chair Jeffrey Brown, Secretary Jerry Oleksiak, Secretary Russell Redding, Secretary Pedro Rivera, Deputy Secretary Eileen Cipriani, Denise Andahazy, Tim Bean, Wendie DiMatteo Holsinger, Christopher Hackett, James Harper Jr., Pete Klein, Marguerite Kline, Ron Kratofil, James Kunz, Jodi Pace, Michael Pipe, Robert Scaer, Frank Sirianni, John Sygielski, John Thornton, Jessica Trybus, Matt Yarnell, Leroy Atwater on behalf of Bob McAuliffe, Daniel Bauder on behalf of Pat Eiding, Dawn Cohen on behalf of Representative Morgan B. Cephas, Carol Kilko on behalf of Secretary Dennis Davin, Sam Koch on behalf of Governor Tom Wolf, Lisa Watson on behalf of Secretary Teresa Miller, and Kendra Wiederhold on behalf of Representative Ryan Mackenzie

Presenters: Amber Gaither, Dan Kuba, Gordon Laabs, Shannon Munro, Ruben Pachay, Eric Ramsay, Chris Ray, Susie Snelick, John Tkach

Guests: Bill Bartle, Roseann Cordelli, Jonathan Derr, Dan Fogarty, Laura Fridirici, Garrett Haffner, Amanda Harrison, Greg Hart, Ronysha Henderson, Katherine Jones, Doug Latimer, Tamila Lay, Erica Mulberger, Karla Procopio, John Pulver, Susie Puskar, Ralph Roach, Cathy Rychalsky, Joe Sebelin, Lila Singleton, Abby Smith, Frank Thompson, Virginia Turano, Tracey Turner, and Tara Williams

Staff Present: Allison Jones, James Martini, and Michael Leister

Welcome, Introductions, and Chair's Updates

Chair Brown called the Quarterly Meeting to order at 10:09 AM.

Chair Brown announced the appointments of new Board members Mr. Tim Bean, Representative Morgan Cephas, Ms. Marguerite Kline, Ms. Jodi Pace, and Mr. Robert Scaer. The new Board members introduced themselves and their workforce development interests. Dawn Cohen who spoke on behalf of Representative Cephas.

Chair Brown welcomed Allison Jones, Executive Director of the Workforce Development Board, to her first in-person meeting. Ms. Jones introduced herself and the PA WDB team: Mr. James Martini, Deputy Director and Mr. Michael Leister, Director of Partnership Development.

Ms. Jones noted that a quorum was established with the representatives and proxies in place. Chair Brown sought a motion to approve the agenda.

MOTION: Mr. Bauder moved to approve the May 23, 2018 agenda. Ms. DiMatteo-Holsinger seconded the motion. The motion passed unanimously.

Chair Brown sought a motion to approve the minutes from February 13, 2018.

MOTION: Mr. Sygielski moved to approve the February 13, 2018 minutes. Ms. DiMatteo-Holsinger seconded the motion. The motion passed unanimously.

Ms. Jones announced a plan to reestablish standing and ad hoc committees aligned with the five broad goals of the WIOA Combined State Plan. Existing committee chairs will remain in place. Julene Campion will chair the new Apprenticeship and Career Pathways Committee. Ms. Jones also announced that along with restructuring of committees, the Board will take on more substantive policy discussions and decisions. Ms. Jones asked members to sign up for the committees they want to serve on.

Healthcare Workforce Ad Hoc Committee Update

Matt Yarnell, Chair of the Healthcare Workforce Ad Hoc Committee, provided an update on the committee's first meeting. Mr. Yarnell outlined the committee will focus on direct care workers. Mr. Yarnell also outlined five big picture priorities for the committee:

1. Increasing wages
2. Providing services in customers' preferred location (e.g. home health care)
3. Crowdsourcing ideas
4. Gathering practical policy solutions
5. Promoting greater interagency cooperation

Mr. Yarnell stated that the committee, following a survey from their members, identified four further key issues:

- Retaining healthcare workers in the workforce
- Responding to the high demand for all allied healthcare workers
- Responding to the high demand for direct care workers
- Increasing the overall capacity of the nursing education and training pipeline Certified Nurse Assistants (CNAs), Licensed Practical Nurses (LPNs), and Registered Nurses (RNs).

Mr. Yarnell said a crisis is happening around the area of healthcare workforce. There are not enough direct care workers to meet demand. The committee is dedicated to doing more research, including reviewing previous work and reaching out to stakeholders. The committee will define the direct care workforce to establish the scope of the committee's work.

Chair Brown asked about the timeline and Mr. Yarnell said the committee will have recommendations in about 12 months.

Mr. Sygielski asked about the role of higher education and Mr. Yarnell further clarified the broad outreach and stakeholder engagement process that will take place, including to higher education.

Workforce Development System Funding Overview

Chair Brown introduced the next two presentations on funding in the workforce development system. The first presentation was from Mr. Dan Kuba, Director of the Bureau of Workforce Development Administration at the Department of Labor & Industry. The second presentation was from Ms. Susie Snelick, Executive Director of Workforce Solutions for North Central Pennsylvania.

Mr. Kuba's presentation provided an overview of workforce development funding streams from the federal government to states. First, Mr. Kuba defined the workforce development system's governing directive – the Workforce Innovation and Opportunity Act (WIOA). Under WIOA, there are five core programs:

- Title I for Adult, Dislocated Worker, and Youth
- Title II for Adult Education and Family Literacy
- Title III for Wagner-Peyser
- Title IV for Vocational Rehabilitation
- Title V for General Services

Second, Mr. Kuba provided an overview of the workforce development system's organizational structure, with the Governor and the PA Workforce Development Board playing an integral role in ensuring the service delivery system operates both effectively and efficiently. Mr. Kuba outlined the total amount of resources for each explained the federal government allocated \$141.7 million in Title I (Adult, Dislocated Worker, and Youth) workforce development funding to the commonwealth.

He then explained how the funding is developed by a complex algorithm and subsequently dispersed to Local Workforce Development Areas (LWDA). Mr. Kuba clarified that the federal allocation to LWDAs includes "hold harmless" provision, meaning local areas are guaranteed a certain amount based on their allocation the previous year. Of the \$2.6 billion allocated to support WIOA across the country, the Commonwealth receives 3.89 percent, amounting to \$103 million. Mr. Kuba explained that money can be carried forward from year to year and additional workforce development partners bring additional resources to the table.

Mr. Klein asked about the difference between youth and adult funds. Mr. Kuba explained that youth includes 16-to-24 year olds and adult is 18 year olds and older. Mr. Klein commented about the inverted nature of workforce development funding, specifically around so many investments for adults vs. youth. Mr. Kuba elaborated on how funding designated towards youth can create pipelines and career pathways for adults.

Secretary Oleksiak asked about the federal carry-forward. Mr. Kuba explained that we must spend at least 80 percent of allocated funds to carry-forward to the next year. Chair Brown asked if situation of "use it or lose it" can occur. Mr. Kuba explained that all funding streams have specified spending time frames. Mr. Kuba explained one way of ensuring funds are protected is by monitoring, oversight, and working with local areas to ensure resources are spent.

Mr. Hackett commented that he would like to see the Board pivot towards a results-based "pay for performance" system. Mr. Kuba explained a lot of discretionary funding has performance-based measures, such as the Business Education Partnership grants.

Chair Brown emphasized the role of understanding our revenues and driving results. Ms. DiMatteo-Holsinger commented that finding a performance metric at the Local Workforce Development Board (LWDB) level is key to the success of the Board.

Chair Brown thanked Mr. Kuba for his presentation and introduced Ms. Snelick of the North Central Workforce Development Board.

Ms. Snelick provided an overview of funding from the LWDB perspective. She noted her presentation is based on the experience of the North Central Workforce Development Board and other areas may vary. She then outlined North Central's five local/regional funding buckets:

- WIOA allocation/formula funding
- Employment Advancement and Retention Network (EARN) funding
- Competitive grants
- Resource sharing agreement budgets
- Other (i.e. non-profits, philanthropic, private sector, in-kind, etc.)

Ms. Snelick explained that her local board received \$2 million from the Commonwealth every year, ranked 18 of 23 LWDBs. LWDBs tailor services to the local needs of the area. Ms. Snelick noted that CareerLinks® bring in resources and services from other workforce development partners.

Secretary Redding asked about potential changes in the law around additional work requirements. Ms. Snelick clarified that future policy changes could have an impact on local communities if funding is not adjusted to meet new demands (i.e. work requirements). Ms. Watson the Commonwealth is monitoring federal and state legislation on work requirements and the potential impact they may have on the Commonwealth. Chair Brown, Ms. Watson, and Mr. Kuba noted that policy changes are often unfunded, but require additional resources for implementation.

Secretary Oleksiak and Secretary Redding highlighted a real-world example of how the Rapid Response team at Labor & Industry and Agriculture partnered to provide workforce development services to farmers.

Chair Brown thanked Ms. Snelick for her presentation.

Online PA CareerLink® Update

Chair Brown introduced the next presentation on updates to the Commonwealth Workforce Development System (CWDS), including updates based on recommendations made by the PA WDB Committee on Digital Strategies chaired by Mr. John Thornton. Mr. Ruben Pachay, Director of L&I Bureau of Workforce Partnership and Operations, and Ms. Amber Gaither, L&I CWDS Project Manager, provided an overview of the online PA Career CareerLink® system.

Mr. Pachay provided an overview of relevant terms and definitions, and what the Commonwealth is doing to streamline services. Mr. Pachay said that the Commonwealth will be phasing out the name JobGateway and transitioning to PA CareerLink®, so in-person and online services are combined under one brand. This change will increase customer awareness of and access to the workforce development system.

Ms. Gaither explained that L&I uses Goal 5.3 of the WIOA Combined State Plan to guide updates to CWDS. Ms. Gaither then outlined the PA WDB Digital Strategies' recommendations:

- Improve Job Seeker Engagement
- Provide Training for Employers
- Streamline Job Application Process
- Increase Marketing and Advertising

Ms. Gaither explained these recommendations are aligned with Goal 5.3 and the Governor's Strategic Vision for Workforce Development in the WIOA Combined State Plan. Ms. Gaither said that recent or planned updates to CWDS fall into five broad categories:

- Modernization
- Branding (Rebranding and Brand Consolidation)
- User Experience
- Case Management
- Performance Accountability

Overall, Mr. Pachay and Ms. Gaither summarized the CWDS updates, to incrementally update CWDS in a comprehensive and strategic way.

Ms. Trybus asked what role of the Board and the Digital Strategies Committee moving forward. She commented that the end-user experience is essential and finding a balance is key, adding that it does not have to be a complicated solution. Both Chair Brown and Ms. Trybus emphasized how important it is to get the user experience right.

Ms. DiMatteo-Holsinger commented that a concrete timeline is critical to the success of the modernization plan. Mr. Pachay and Ms. Gaither said that every change has its own timeline and that updates are happening on an ongoing basis. Several major updates will be complete by April 2019.

Chair Brown and Ms. Gaither explained that Deloitte is the Commonwealth's CWDS vendor and consultant.

Mr. Hackett asked if the Commonwealth has looked at what other states are doing. Mr. Pachay said the Commonwealth has studied data and case management systems in other states, and has lifted from States that have pioneered creative workforce digital strategies.

Ms. Holsinger asked if end-users, including customers, will be involved in the testing phase of the updates. Ms. Gaither explained that staff and field users will be able to test the updates.

Mr. Sirianni commented it critical to get direct customer feedback during the development phase to gauge ease of use. Mr. Pachay explained that individuals with significant barriers to employment are the key focus of WIOA and the system will ultimately reflect that.

Ms. Watson echoed Mr. Sirianni by stressing that we incorporate a human-centric approach in the design process. Ms. Watson also said Deloitte should be involved in the stakeholder engagement process, including outreach to the other states.

Mr. Thornton applauded the initiative and Board for acting on the Digital Strategies Committee's recommendations.

Mr. Kunz echoed previous members emphasizing the role of engaging two customers in the development: workers and employers.

Mr. Yarnell commented that customers can access limited information without a profile.

Chair Brown noted the Board would be interested in additional information on the project's timeline and budget.

Chair Brown thanked Mr. Pachay and Ms. Gaither for their presentation.

Break and Working Lunch

The PA WDB recessed to take a break and grab lunch from 12:23 PM to 12:49 PM.

PAsmart Update

Chair Brown introduced Ms. Samantha Koch, Interim Deputy Secretary of Policy and Planning, Office of Governor Tom Wolf. Ms. Koch recognized the commonwealth's changing economy. In response to this changing economy, Governor Wolf proposed PAsmart to create a cross-sector effort to deconstruct the silos of government around workforce development (e.g. K-12 education, higher education, workforce development, economic development, etc.) to better meet the needs of the Commonwealth's workforce. PAsmart aims to invest in innovative and outcome-driven efforts to increase employment and training opportunities for Pennsylvanians.

Mr. Sygielski asked if there is a role for community colleges in the PAsmart initiative. Ms. Koch explained that a variety of organizations will be eligible for PAsmart funds, including community colleges. PAsmart is designed to incent partnerships and innovation in workforce development.

Secretary Oleksiak added that PAsmart is a budget proposal.

Chair Brown thanked Ms. Koch for her presentation.

Pre-Apprenticeship and Apprenticeship Overview

Chair Brown introduced the next presentation by Eric Ramsey, Director of the Apprenticeship and Training Office for Pennsylvania. Mr. Ramsey's provided an overview of Registered Apprenticeship, pre-apprenticeship, and the role of L&I Apprenticeship and Training Office (ATO). Mr. Ramsey included information on how both workers and businesses can benefit from apprenticeship, and how apprenticeships are an important tool to create career pathways and develop a skilled workforce.

Mr. Ramsey explained the ATO has three key goals:

1. Increase the number of Registered Apprenticeship and pre-apprenticeship opportunities
2. Spread awareness of apprenticeships and provide technical assistance to organizations interested in apprenticeships
3. Expand apprenticeship into non-traditional occupations and populations

Mr. Sirianni asked how many apprentices were currently in the Commonwealth. Mr. Ramsay explained there are currently around 15,500 Registered Apprentices and the Governor has a goal to double the number of apprenticeships by 2025.

Mr. Kratofil asked if apprenticeships teach soft skills in addition to hard skills. Mr. Ramsay explained apprenticeships are an employer-driven model and include a combination of soft and technical skills.

Mr. Kunz noted that apprentices must be well-rounded since they directly enter the workforce. Mr. Kunz asked how many apprentices are construction-related. Mr. Ramsay explained that around 85 percent of Registered Apprentices are in the building and construction trades. Mr. Kunz asked if apprenticeship programs are scored and benchmarked. Mr. Ramsay explained that ATO does track graduation rates and program quality as it monitors programs.

Mr. Sirianni commented that ATO has the authority to dissolve programs that do not meet certain standards. Mr. Sirianni added that Registered Apprenticeships and pre-apprenticeships deserve more time in the limelight so the public can fully appreciate and take advantage of these programs.

Mr. Ramsey introduced the panelists highlighting Registered Apprenticeship and pre-apprenticeship programs across the Commonwealth.

- Mr. John Tkach, Keystone Development Partnership (KDP), provides technical assistance and outreach for ATO. Mr. Tkach provided an overview of KDP and how it provides staff support to the ATO, and supports organizations interested in starting new programs.
- Ms. Cheryl Feldman, District 1199C, a labor-management trust, creates apprenticeship programs in non-traditional industries and populations, including healthcare direct support professionals and early childhood. These programs are based in the career pathways model and also offer academic credit. The programs serve youth and adults, and incumbent workers.
- Shannon Munro and Chris Ray, Penn College, have been operating apprenticeship programs for over two years. The Penn College model is based on company-centric delivery, adaptable to companies of any size, and includes a blended, flexible training format. Ms. Munro noted that the costs of apprenticeship are absorbed by employers.
- Gordon Laabs, Elsner Engineering, partnered with the Hanover Chamber of Commerce and the local school district to create pre-apprenticeship opportunities as a strategy to create a talent pipeline. Mr. Labbs noted that apprenticeships are an opportunity to meet future workforce needs.

Mr. Thornton asked where apprenticeship growth is expected. Mr. Ramsay explained ATO expects growth in the healthcare and manufacturing industries.

Mr. Sygielski commented that HACC expects growth in the healthcare and hospitality industries. Deputy Secretary Cipriani commented that growth in cyber security and clinical research are expected as well.

Chair Brown thanked the panel for their presentations.

Public Comment

Chair Brown opened the floor for public comment.

Ms. Cathy Rychalsky, Executive Director of the Lancaster Workforce Development Board. Ms. Rychalsky said she closely with the local county assistance office. She explained that local county assistance offices across the commonwealth determine if people on public assistance should be referred to a local CareerLinks® for work readiness activities, instead of consulting CareerLink® staff. Ms. Rychalsky recommended that CareerLink® staff help determine work readiness and work with county assistance offices to serve those identified as not work ready. She urged the Board to talk with legislators to require all individuals on public assistance to engage with a CareerLink®, which would get more people back into the workforce.

Ms. Watson responded that the Office of Income Maintenance is looking at the workforce system to determine the best way to work with county assistance programs.

Chair Brown thanked Ms. Rychalsky for her comments.

Adjournment

Chair Brown announced three reminders to Board members:

- Complete the Quarterly Meeting Continuous Improvement Survey
- Complete the Committee Sign-Up sheet
- 30-minute PA WDB New Member Orientation immediately following adjournment

MOTION: Mr. Sirianni moved to adjourn the meeting. Mr. Yarnell seconded the motion. The motion passed unanimously.

Chair Brown thanked Board members for their attendance. The meeting adjourned 2:17 PM.

Deputy Secretary's Report

Deputy Secretary Eileen Cipriani
August 15, 2018

WIOA Combined State Plan Approved

In June, the U.S. Departments of Labor and Education approved Pennsylvania's WIOA Combined State Plan.

U.S. DOL Opioid National Health Emergency Dislocated Worker Demonstration Grant

L&I received a nearly \$5 million grant from the U.S. Department of Labor to provide employment, training, and career services to individuals impacted by the opioid epidemic with a plan to return to work. This grant is part of the administration's comprehensive opioid prevention, rescue, and treatment efforts.

The following Local Workforce Development Boards (LWDBs) will receive grant funds:

- **\$1.1 million to the Central Workforce Development Board**, which represents Centre, Clinton, Columbia, Lycoming, Mifflin, Montour, Northumberland, Snyder, and Union Counties.
- **\$2 million to the Philadelphia Workforce Development Board**, which represents Philadelphia County.
- **\$411,400 to the Southwest Corner Workforce Development Board**, which represents Beaver, Greene, and Washington Counties.
- **\$472,600 to the Westmoreland/Fayette Workforce Development Board**, which represents Westmoreland and Fayette Counties.

L&I and the LWDBs will use the funds to:

- Connect PA CareerLink® employment services to PA Centers of Excellence. L&I will work with partners to provide mobile career services outside the PA CareerLink® brick-and-mortar centers.
- Develop a mobile app to link people to workforce and support resources. L&I was awarded \$700,000 to create the "Community Resource Pocket Navigator" app. The app will be an intuitive, user-friendly, "one-stop" directory to guide individuals to the services they need – whether it's support services once an individual leaves a medical or treatment facility or employment services from a local CareerLink® office.
- Increase the number of Certified Recovery Specialists and provide additional training to retain existing specialists. LWDBs will work with education and training providers to recruit, train and place Certified Recovery Specialists to meet local needs.
- Engage employers in Recovery Friendly Workplace initiatives. LWDBs will engage employers in initiatives that support individuals in recovery in the hopes of increasing workplace productivity and reducing health care costs while creating supportive environments for workers. Participating employers will be willing to hire and work with people in recovery.

Q3 Program Year 2017 WIOA Titles I and III Final Performance Goals

U.S. DOL's Q3 Program Year 2017 Performance Report shows Pennsylvania reached its targeted goals. The chart below provides additional detail on the targets and actual performance for the third quarter and rolling four quarter periods. The chart also includes Pennsylvania's negotiated performance goals for PY2018-19.

WIOA Core Indicators of Performance	Goal	3rd Quarter Actual	3rd Quarter % of the Goal	Rolling 4 Quarters	% of PY 17 Goal	PY 18-19 Negotiated Targets
WIOA Adult						
Employment Rate 2nd quarter after exit	65%	76,1%	117.10%	77.10%	118.60%	73%
Employment Rate 4th quarter after exit	65%	75.70%	116.50%	75.70%	116.50%	70%
Median Earnings	\$5,000	\$5,748	115%	\$5,742	114.80%	\$5,000
Credential Attainment	55%	67.50%	122.70%	67.50%	122.70%	55%
Measurable Skills Gain	Baseline	13.90%		26.20%		
WIOA Dislocated Worker						
Employment Rate 2nd quarter after exit	74%	83.80%	113.20%	84.30%	113.90%	75%
Employment Rate 4th quarter after exit	75%	85.20%	113.60%	85.30%	113.70%	76%
Median Earnings	\$7,000	\$8,328	119%	\$8,021	114.60%	\$7,300
Credential Attainment	57%	60.90%	106.80%	73.10%	129.50%	57%
Measurable Skills Gain	Baseline	9.10%		18.90%		
WIOA Youth						
Employment Rate 2nd quarter after exit	65%	68.30%	105.10%	68.30%	105.10%	65%
Employment Rate 4th quarter after exit	57%	70.10%	123%	70.10%	123%	58%
Median Earnings	Baseline	\$2,690		\$2,690		
Credential Attainment	70%	71.50%	102.10%	71.50%	102.10%	72%
Measurable Skills Gain	Baseline	19%		19%		
Wagner-Peyser						
Employment Rate 2nd quarter after exit	61%	69%	113.40%	67.10%	110%	62%
Employment Rate 4th quarter after exit	62%	69.60%	112.30%	69.60%	112.30%	62%
Median Earnings	\$5,000	\$5,850	117%	\$5,471	109%	\$5,000

PA CareerLink® Rebranding Campaign

The Workforce Innovation & Opportunity Act (WIOA) required Pennsylvania to rebrand its PA CareerLink® career centers as a “proud partner of the American Job Center network.” The Department of Labor & Industry is using this rebranding opportunity to share news about the great programs and services PA CareerLinks® offer to residents.

In May, the department launched a PA CareerLink® rebranding campaign. Along with the Pennsylvania’s partnership with the American Job Center network, the campaign will help PA CareerLink® centers to become a household name, highlighting Pennsylvania’s statewide network of online and in-person workforce development services.

The 12-week campaign used a variety of media approaches to reach different audiences, including local radio across the state, social media, and ad banners for online websites.

- **Radio Markets:** Allentown-Bethlehem, Altoona, Erie, Hagerstown-Chambersburg, Harrisburg-Lancaster-York, Johnstown, Meadville-Franklin, Philadelphia, Pittsburgh, Reading, Sunbury-Selinsgrove-Lewistown, State College, Wilkes-Barre/Scranton, and Williamsport
- **Social Media:** Facebook and Instagram

On August 10, the JobGateway® site and URL will transition to www.pacareerlink.gov. The site will be more user-centric and connect with the PA CareerLink® brand. L&I is also using the rebranding campaign as opportunity to offer PA CareerLink® staff with customized trainings on customer service and business engagement.

PA CareerLink® Customer Service Training

L&I contracted with Dering Consulting Group to develop and conduct an interactive customer service training to PA CareerLink® staff. Over the next few months, the two-day course will provide skills and strategies to ensure CarerLink® staff are delivering outstanding customer service. This initiative is part of L&I’s PA CareerLink® rebranding initiative and will re-introduce the local workforce development delivery system to commonwealth job seekers, businesses, and communities. Topics will include putting the customer first, communication, professional appearance and attitude, problem solving, and time management.

U.S. DOL Future of America’s Job Center Cohort

Pennsylvania was selected with seven other states to participate in a peer-to-peer learning cohort on the Future of the America’s Job Center. The PA cohort team explored issues and strategies to best address the changing landscape of workforce service delivery.

The cohort identified key challenges where additional support and resources are needed:

1. **Shrinking Resources:** As funding for workforce development services is decreasing, demand is increasing. Must maximize the impact of available resources.
2. **No Single Data Collection System:** Data sharing between One-Stop Partners is a challenge, including policies that limit sharing of customer information and legacy data systems don’t align or communicate.
3. **Customers Lack Digital Literacy:** As the workforce system modernizes, some customers and staff are uncomfortable with technology or lack computer literacy.
4. **Lack of Broadband:** Many areas of the state do not have adequate broadband access.
5. **Lack Ability to Thoroughly Analyze Data:** Partners need additional capacity to analyze data to improve services and outcomes.

The cohort also identified three key areas of focus as we all plan for the future:

1. Accessibility/Mobility of Services
2. Technology
3. Agility/Flexibility of Services

U.S. DOL Co-Enrollment Cohort

Pennsylvania was selected with five other states to participate in a peer-learning cohort on optimizing co-enrollment within WIOA programs (Adult, Dislocated Worker, Youth, Adult Ed, Wagner-Peyser, Voc Rehab). Co-enrollment, enrolling customers in more than one program, is encouraged under WIOA because it allows the workforce system to support customers in a comprehensive way. Pennsylvania's Co-enrollment Cohort team had representatives from PA WDB, L&I, DHS, PDE-Adult Ed, Voc Rehab, and CareerLink® staff from three Local Areas (Pittsburgh, South Central, and Lehigh Valley). The team will update the PA WDB on this initiative at a future meeting.

PA's vision for co-enrollment includes a seamless customer experience, efficient and coordinated co-case management, one data system to track co-enrollment activities, and coordinated state policies on co-enrollment. As part of this cohort, PA developed an ambitious Co-enrollment Action Plan with initiatives that will advance co-enrollment in the state. The Action Plan will be implemented with stakeholder engagement and feedback.

Policy Processes and Development

- Develop a coordinated policy development process with other relevant state agencies.
- Develop guidance to Local Workforce Development Boards on strategies and best practices to support co-enrollment.
- Develop guidance to Local Workforce Development Boards on cross-training and MOUs that support co-enrollment.
- Develop guidance on the role of the operator in co-enrollment.

Cross-Training and Professional Development

- Create a cross-training module so CareerLink® staff can identify opportunities for co-enrollment.
- Hold a co-enrollment session at a professional development event.

Data Sharing and Management

- Explore whether Workforce Connect, a virtual intake form and assessment, is a good fit for PA.
- Pilot SARA, virtual a case management assistant, is a good fit for PA.

New CWDS Partner Referral System

L&I is working with WIOA partners to develop a comprehensive referral system in the Commonwealth Workforce Development System (CWDS) that allows partners to refer shared customers across programs and track referral effectiveness. The system will also allow for external partners (e.g. community-based organizations) without CWDS access to make and receive referrals. The added benefit to the referral system allows for external partners (e.g., local community organizations) who are not located at CareerLinks® and do not have CWDS access to make and receive referrals.

These new referral capabilities will help provide more comprehensive services for customers with significant barriers to employment and will support co-enrollment. The new system is expected to go live in Q3 2018. L&I is using a \$1.1 million federal grant to fund these upgrades.

Teacher in the Workplace Grants

L&I, in cooperation with the Pennsylvania Department of Education, awarded 48 Teacher in the Work Place grants totaling more than 2 million dollars through LWDBs. The Teacher in the Workplace program partners teachers, counselors, and school administrators to interact directly with industry and business leaders to learn about industry trends, workforce needs, and opportunities. This first-hand experience and knowledge can then be used to enhance classroom instruction, student learning, and career readiness. The Teacher in the Workplace grants are funded through WIOA.

Following is a list of Teacher in the Workplace grants awarded through LWDBs:

Grantee	Grant Title	Award Amount
Berks County WDB	Berks County Career Pathways Alliance: Capacity Building for the Inside Berks Business Educator Internship Program	\$50,000
Bucks County WDB	Education and Industry Partnership	\$50,000
Central WDB	Teacher in the Workplace Externship Program	\$11,693
Central WDB	Nurturing Tomorrow's Workforce Today in Central PA	\$49,170
Central WDB	Future Ready in Williamsport, PA	\$26,343
Central WDB	Project BEST: Business and Education Standing Together	\$36,850
Chester County WDB	The Chester County STEM Leadership Academy	\$50,000
Delaware County WDB	Preparing Students for the Future: Making the Connection between Industry and Classroom Instruction	\$14,112
Lackawanna County WDB	Educators in the Workplace – Bridging the Gap Between Education and Business	\$50,000
Lancaster County WDB	Project RELATE: Reciprocal Learning Among Teachers and Employers	\$50,000
Lehigh Valley WDB	Teacher in the Manufacturing Workplace	\$50,000
Lehigh Valley WDB	Catasauqua Area School District Educator in the Workplace	\$17,600
Luzerne-Schuylkill WDB	Bridging the Workplace, Classroom, and Out of School Time Environment	\$50,000
Luzerne-Schuylkill WDB	Impact: Leadership in Education	\$35,000
Luzerne-Schuylkill WDB	Educating from the Workplace to the Classroom	\$33,889
Montgomery WDB	Reimagining College and Career Pathways	\$25,784
Montgomery WDB	Real-world STEM Learning to Enhance Curriculum and Instruction	\$50,000

Montgomery WDB	The Central Montco Technical High School Auto Body Learning Educator Experience	\$5,000
North Central WDB	Educator in the Workplace – Clearfield and Jefferson Counties	\$49,960
North Central WDB	Educator in the Workplace – IU9 Service Region	\$50,000
Northern Tier WDB	Tioga County Career Ready Rounds	\$19,912
Northwest WDB	NWPA Teacher in the Workplace	\$50,000
Northwest WDB	Teacher in the Workplace – Clarion, Forest, and Venango Counties	\$49,960
Philadelphia Works	Connecting Philadelphia Educators and Local Energy Workforce Opportunities	\$50,000
Philadelphia Works	Teacher in the Workplace STEM Fellowship	\$50,000
Philadelphia Works	Teachers in the Healthcare Workplace	\$50,000
Philadelphia Works	Legacy Pathways – Legacy Bridges NASA Legends & Trail Blazers STEM Institute	\$50,000
Philadelphia Works	Additive Manufacturing and the Workforce of the Future	\$26,700
Philadelphia Works	Aspira Charter Middle Schools Energy Efficiency/Environmental Remediation	\$50,000
Pocono Counties WDB	Employers and Educators: Bridging the Gap	\$50,000
South Central WDB	Lebanon Educator-Workplace Partnership	\$50,000
South Central WDB	Educator in the Workplace Grant	\$50,000
South Central WDB	West Shore Teacher in the Workplace STEM Academy	\$35,071
South Central WDB	FrAY STEM Ecosystem Educator in the Workplace	\$30,897
South Central WDB	Leadership Academy Honors Track – Skilled Trades/Apprenticeship Focus	\$50,000
South Central WDB	Leadership Academy Honors Track – Accounting/Business	\$50,000
South Central WDB	Leadership Academy Honors Track – Healthcare	\$50,000
South Central WDB	Leadership Academy Honors Track – Manufacturing	\$50,000
Southern Alleghenies WDB	Teacher in the Workplace	\$40,000
Southwest Corner WDB	Southwest Corner/Trinity High School Teacher in the Workplace	\$19,480
Three Rivers WDB	Educators Corporations Partnership for STEM Learning	\$50,000
Three Rivers WDB	Consortium of Teacher in the Workplace	\$50,000
Tri-County WDB	Tri-County Teacher in the Workplace Program	\$50,000
Tri-County WDB	Educator Implementation of the Academic Standards for Career Education and Work in an Authentic Environment	\$50,000
Tri-County WDB	Teacher in the Workplace – Armstrong and Indiana Counties	\$49,960
West Central WDB	Teacher in the Workplace	\$50,000

Westmoreland-Fayette WDB	Fayette Future Workforce	\$50,000
Westmoreland-Fayette WDB	Workforce Forum Pathway Learning Community	\$50,000

State/Local Internship Program

L&I awarded 18 State/Local Internship Program (SLIP) grants totaling \$3.2 million through LWDBs. The SLIP program funds 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.

As a result of the SLIP partnership:

- Interns are exposed to career opportunities at private businesses, state government, and within the public workforce system.
- Interns learn about services state agencies offer to Pennsylvanians.
- Interns learn new skills and further develop existing skills.
- Interns earn a professional experience to add to their resume.

The 2018 program builds off the success of the SLIP program in 2016 and 2017.

- 2017: \$400,000 to place 40 interns at Commonwealth agencies. Interns were limited to youth and young adults ages 16-24, including youth with disabilities.
- 2016: \$400,000 to place 46 interns at Commonwealth agencies (L&I, DHS, and DCNR). Interns were limited to low-income In-School Youth ages 16-18.

As part of National Intern Day, L&I led a social media campaign highlighting the SLIP program and summer interns. The #PASummerInterns hashtag and activities on Twitter, Facebook, and LinkedIn led to:

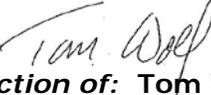
- 380 unique posts (e.g. photos, videos, blogs, graphics, status updates, check ins, etc.)
- 145 unique users (e.g. interns, commonwealth leaders, internship supervisors and organizations, etc.)
- 543,000 impressions (i.e. the number of times content appeared in someone's feed)
- 246,000 reach (i.e. the number of unique people who saw content)
- 4.8% engagement rate (i.e. the percentage of people who saw content; 4.5% is considered high performing)
- 97.6% positive sentiment rate

Pennsylvania Outdoor Corps

L&I is partnering with PA Department of Conservation and Natural Resources to provide \$3 million to fund the Pennsylvania Outdoor Corps Program. This program provides full-time work experience, job training, and educational opportunities to young people through conservation projects on Pennsylvania's public lands. In 2018, more than 195 young people participated in the program and earned a minimum wage of 10.15 per hour.

Executive Order

Commonwealth of Pennsylvania Governor's Office

Subject: Pennsylvania Workforce Investment Board	Number: 2018-04
 By Direction of: Tom Wolf, Governor	Date: July 11, 2018

WHEREAS, the Commonwealth of Pennsylvania is a national leader in workforce development; and

WHEREAS, the Commonwealth's economic success depends on a well-educated, highly-skilled workforce trained for the jobs of the future; and

WHEREAS, the Commonwealth's workforce development system is made up of workforce, education, economic development, human services, and other partners all working together to serve job seekers and employers; and

WHEREAS, a successful workforce development system is built on a foundation of collaboration, alignment, innovation, customer engagement, performance accountability, and labor market information; and

WHEREAS, the Workforce Innovation and Opportunity Act (WIOA) requires state workforce development partners to work in a coordinated way to help job seekers advance their careers, and help employers build their workforce; and

WHEREAS, WIOA also outlines workforce development priorities for states including serving individuals with barriers to employment, creating career pathways, advancing sector-based strategies, and using data to drive decision-making; and

WHEREAS, the Commonwealth has an opportunity to work in a coordinated effort across agencies to address the entire workforce continuum, implement WIOA, and achieve the goals and strategies for workforce development in its WIOA Combined State Plan;

NOW, THEREFORE, I, Tom Wolf, Governor of the Commonwealth of Pennsylvania, by virtue of the authority vested in me by the Constitution of the Commonwealth of Pennsylvania, the Workforce Innovation and Opportunity Act and other laws, do hereby designate the Pennsylvania Workforce Development Board ("Board") as the Commonwealth's state workforce development board in accordance with Section 101 of the Workforce Investment and Opportunity Act and invest it with the necessary powers to perform the duties and responsibilities set forth herein.

1. Purpose. The purpose of the Board shall be to assist the Governor in:

- a. Reviewing and coordinating state workforce development policies, initiatives, strategies, and programs;
- b. Recommending actions to create an aligned, streamlined, and improved workforce development system, including the one-stop service delivery system;
- c. Ensuring and facilitating coordination among the following Commonwealth agencies in the development and evaluation of policies, initiatives, strategies, and programs to address current and emerging workforce needs:
 - 1) Department of Aging;
 - 2) Department of Agriculture;
 - 3) Department of Community and Economic Development;
 - 4) Department of Corrections;
 - 5) Department of Education;
 - 6) Department of Human Services;
 - 7) Department of Labor and Industry;
- d. Developing, implementing, and modifying the state's workforce development plan;
- e. Reviewing and approving regional and local workforce development plans consistent with the state workforce development plan;
- f. Designating local workforce development areas and developing workforce development funding allocation formulas;
- g. Developing and updating state performance accountability measures and tracking progress toward implementation of the state's workforce development plan;
- h. Collaborating and coordinating with state boards and commissions that shape economic development and education systems of the Commonwealth to develop statewide policies that improve workforce development alignment and outcomes across those systems, which may include, but are not limited to:
 - 1) State Board of Education;
 - 2) Ben Franklin Technology Development Authority;
 - 3) Pennsylvania Apprenticeship and Training Council;
 - 4) State Board of Vocational Rehabilitation;
 - 5) Pennsylvania Commission for Community Colleges;
 - 6) Pennsylvania State System of Higher Education;

- 7) State-related universities;
 - 8) Pennsylvania Higher Education Assistance Agency;
 - 9) Pennsylvania Early Learning Council;
 - 10) Early Learning Investment Commission;
 - 11) Pennsylvania Reentry Council;
 - 12) Governor's Advisory Council on Library Development;
 - 13) Pennsylvania Council on Aging; and
 - 14) Pennsylvania Commission for Agriculture Education Excellence;
- i. Ensuring that the policies, performance measures, goals, and resource strategies implemented by the Board are developed with appropriate and meaningful engagement of individuals and entities impacted and served by Pennsylvania's workforce development system;
 - j. Developing accessible workforce and labor market information;
 - k. Coordinating the provision of services among state agencies consistent with the laws and regulations governing workforce development programs and the state's workforce development plan.

2. Membership. The membership of the Board shall be in accordance with the requirements for state workforce development boards found in Section 101 of the Workforce Innovation and Opportunity Act. Board members shall serve or be appointed as follows:

- a. The Governor or designee;
- b. Two members of each chamber of the General Assembly or designee;
- c. The following representatives appointed by the Governor:
 - 1) A majority of appointees to the Board shall be representatives of the private sector business community in Pennsylvania, including small business owners, chief executive or operating officers, or other business executives with optimum policymaking or hiring authority, including members of local workforce development boards, and employers that reflect the current and emerging workforce needs of the Commonwealth;
 - 2) At least twenty percent of appointees to the Board shall be representatives of workforce and community organizations within Pennsylvania.
 - a) Membership shall include representatives of labor organizations, who have been nominated by state labor federations;
 - b) Membership shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the State, such a representative of an apprenticeship program in the State;

- c) Membership may include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive, integrated employment for individuals with disabilities; and
 - d) Membership may include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.
- 3) The remaining appointees to the Board shall be representatives of government, including:
- a) chief local elected officials;
 - b) members of the Governor's cabinet:
 - 1. Secretary of Aging or designee who oversees workforce development within the agency and serves as a member of the secretary's executive team;
 - 2. Secretary of Agriculture or designee who oversees workforce development within the agency and serves as a member of the secretary's executive team;
 - 3. Secretary of Community and Economic Development designee who oversees workforce development within the agency and serves as a member of the secretary's executive team;
 - 4. Secretary of Corrections or designee who oversees workforce development within the agency and serves as a member of the secretary's executive team;
 - 5. Secretary of Education or designee who oversees workforce development within the agency and serves as a member of the secretary's executive team;
 - 6. Secretary of Human Services or designee who oversees workforce development within the agency and serves as a member of the secretary's executive team;
 - 7. Secretary of Labor and Industry or designee who oversees workforce development within the agency and serves as a member of the secretary's executive team; and
 - 8. Secretary of Policy and Planning, Office of the Governor, or designee; and
 - c) any other representative or state official the Governor may designate.
- d. Board members shall serve at the pleasure of the Governor.

3. Terms. The Board shall establish staggered terms for members. The Board's membership shall reflect the diversity of the Commonwealth.

4. Chair. The Governor shall designate one private-sector business member to serve as chair. The chair shall serve at the pleasure of the Governor.

5. Executive Director and Staff.

- a. The Governor shall appoint an Executive Director to oversee the Board's operations.
- b. The Executive Director shall have the authority to hire staff to carry out the Board's duties and responsibilities.
- c. The Executive Director shall report directly to both the Secretary of Labor and Industry and the Secretary of Policy and Planning on the work of the Board.
- d. The Executive Director shall regularly convene meetings with the agency secretaries or designees who oversee workforce development within the agencies and serve as members of the secretaries' executive teams listed in Section 2.c.3.b. to ensure the Board is meeting its purpose as set out in Section 1.

6. Responsibilities of State Agencies.

- a. Executive state agencies listed in Section 1.c. shall identify: 1) a designated workforce development representative who oversees or coordinates workforce development within the agency and serves as a member of the secretary's executive team; and 2) an agency policy director or designee, to provide support and participate in activities coordinated by the Board.
- b. All executive state agencies shall respond to recommendations made by the Board regarding the state and federal workforce development policies and other recommendations of the Board directly related to the development, implementation, improvement, and operation of the Commonwealth's workforce development system.
- c. All executive state agencies shall give to the Board any necessary staffing, equipment, data, and any other resources or assistance required by the Board in the performance of its operations, duties, and responsibilities, so far as is compatible with the authority and ability of each state agency.
- d. All executive state agencies shall work in cooperation with the Board to develop and drive one coordinated state workforce development policy.

7. Reporting.

- a. The Board shall report to the Secretary of Policy and Planning on a quarterly basis on the progress it is making toward responsibilities included in Section 1; and
- b. The Board shall report annually to the Governor and the General Assembly on the Board's progress, including key performance metrics tied to the effectiveness of statewide and regional workforce development systems and the impact of the Board's work in achieving goals articulated in the state's workforce development plan. The report shall be made available to the public on the Department of Labor & Industry's website.

8. **Bylaws.** The Board shall recommend bylaws governing its operations to the Governor for approval.
9. **Meetings.** The Board shall meet as it deems necessary to fulfill its responsibilities.
10. **Committees.** The Board shall have the authority to establish, appoint members, and delegate duties to committees as it deems necessary to fulfill its duties and responsibilities. All committees shall be chaired by a member of the Board.
11. **Compensation.** Members of the Board shall not receive compensation for their service on the Board. Members shall receive reimbursement for reasonable travel costs and expenditures incurred while performing Board business.
12. **Effective Date.** This Executive Order shall take effect immediately.
13. **Termination Date.** This Executive Order shall remain in effect unless revised or rescinded by the Governor.

MEMO

To: Pennsylvania Workforce Development Board Members
From: Allison Jones, PA Workforce Development Board Staff
Date: August 8, 2018
Re: 2019 Quarterly Meeting Dates

Background

Board meetings for 2019 have been scheduled as follows:

Tuesday, February 5
Wednesday, May 1
Tuesday, August 13
Wednesday, November 6

All meetings will take place from 10:00 AM to 2:00 PM at the Pennsylvania School Boards Association, 400 Bent Creek Boulevard, Mechanicsburg, PA 17050.

Continuous Improvement Committee

Monday, July 16, 2018

12:00PM to 1:00PM

By Phone

Meeting Summary

Members Present

Brian Funkhouser, Chair
Denise Andahazy
Georgia Berner
Carol Kilko
Ron Kratofil
JoAnne Ryan
John Thornton
Lisa Watson

Members Absent

Carole DeMayo
Secretary Russell Redding
Jessica Trybus
Scott Sheely

Staff and Guests Present

Allison Jones, PA WDB Director
James Martini, PA WDB Deputy Director

The meeting was called to order by Chair Funkhouser at 12:05 pm.

Agenda Item 1: Welcome and Introduction

Chair Funkhouser thanked members for participating in the committee and acknowledged the committee hasn't met for a while.

Agenda Item 2: Committee Name Change and Broadening of Scope

Chair Funkhouser, Allison Jones, and James Martini briefed members on the committee's name and scope change. Moving forward, the committee will broaden its focus to include performance and accountability, system modernization, digital strategies, and data sharing and management. The goal of this committee is also to explore where we can go rather than where we have been, and ultimately become a more forward-looking committee. Furthermore, the committee name change will act to signal that the committee is more than just about performance and accountability. The Board will retain the Digital Strategies committee, chaired by John Thornton, as a subcommittee of Continuous Improvement.

Agenda Item 3: WIOA Implementation of a Dashboard

Allison Jones and James Martini gave an update on the WIOA Implementation Dashboard, which is included in Goal 5.7 of the WIOA Combined State Plan. The dashboard metrics will demonstrate the commonwealth's progress toward implementation of the Plan and will include an online data visualization tool that is easy to use and accessible to the general public. The Board has a \$200,000 budget for this project and a goal to have a final draft dashboard by the beginning of 2019.

Some overall key objectives of this project include:

- Identifying key metrics in the Plan (both measurable and unmeasurable)
- Establishing a timeline with cost effectiveness in mind
- Engaging stakeholders and getting feedback

- Focusing on the user experience and accessibility

Next steps for this project include identifying key metrics, and determining whether the project can be done internally or if it requires outside expertise, if the budget allows for it.

Denise Andahazy asked what the intended audience of the dashboard is. The dashboard will have a broad audience, including the general public, customers, policy makers, and workforce system stakeholders. This means the dashboard must be easy to use, accessible, and communicate a story about the about the target audience. The dashboard will have to be “all things to all people.”

Ron Kratofil suggested focusing on metrics currently available for the first phase. He suggested a second phase focused on metrics we would like to have, which would require the Board’s feedback.

Agenda Item 4: Co-Enrollment Initiative Update

Allison Jones provided an update on the U.S. Department of Labor Co-Enrollment Cohort, which the Board will learn more about at the August 15 Quarterly Meeting. The Co-enrollment Cohort was a state-to-state peer learning experience around the WIOA priority of co-enrollment, or enrolling customers in more than one WIOA Core Program, which it makes sense for the customer, to maximize the efficiency and effectiveness of WIOA programs. Examples of co-enrollment include:

- A customer may want assistance with training and completing high school, so the customer can be enrolled in both Title I Adult and Title II/Adult Basic Education.
- A customer may want assistance with training and have a disability, so the customer can be enrolled in both Title I Adult and Title IV Vocational Rehabilitation.

As part of the cohort, PA learned best practices from other states and developed a Co-enrollment Action Plan. The Action Plan includes action items in three general areas:

- Coordinated Inter-Agency Policy Development: State agencies are coordinating on all workforce development-related policies. State provides co-enrollment guidance and best practices to local partners.
- Cross-Training and Professional Development: Workforce development staff have a basic understanding of all workforce programs so they can easily identify co-enrollment opportunities.
- Data Collection and Sharing: Workforce development staff and programs can share case management information, and effectively refer customers across the system.

Agenda Item 5: Items for Future Discussion and Next Steps

Chair Funkhouser and Allison Jones expressed their desire for the Continuous Improvement Committee to be member-driven, and asked members for their committee ideas or interests moving forward.

Members agreed to hold monthly meetings on Mondays, which PA WDB staff will set up.

The meeting adjourned at 1:00 pm.

Next meeting: TBD – Doodle poll will be sent out in the near future

MEMO

To: Pennsylvania Workforce Development Board Members
From: James Martini, PA Workforce Development Board Staff
Date: August 8, 2018
Re: Pre-Apprenticeship Inventory Update

Background

The United States Department of Labor defines pre-apprenticeships as follows:

Pre-apprenticeship services and programs are designed to prepare individuals to enter and succeed in Registered Apprenticeship programs. These programs have a documented partnership with at least one Registered Apprenticeship program sponsor and together, they expand the participant's career pathway opportunities with industry-based training coupled with classroom instruction.

Additionally, The Pennsylvania Department of Labor & Industry (L&I) Workforce System Policy (WSP) No. 06-PY2015, April 7, 2015 states:

Pre-apprenticeship programs are for workers who may not have the fundamental skills to succeed in a registered apprenticeship program; and youth who are exploring career options. Such programs operate an approved plan under which candidates participate in a short, intensified training period in a school or training center, with the intent to place them into registered apprenticeships upon completion or soon after completion of the program. These training programs help apprenticeship candidates decide on an occupational track, develop foundational skills, and improve productivity once employed.

Pennsylvania's WIOA Combined State Plan includes five broad goals related to the promotion of pre-apprenticeship programs: Goals 1.4, 2.7, and 3.10.

- 1.4:** The commonwealth will promote and support the creation of pre-apprenticeship and Registered Apprenticeship programs, particularly in non-traditional occupations and for non-traditional populations, as part of relevant career pathway models. The commonwealth will add apprenticeship opportunities to the JobGateway® and Commonwealth Workforce Development Systems (CWDS), and will promote them as career options to job seekers.
- 2.7** The commonwealth will use state grant funds to promote the development of Registered Apprenticeship programs and utilization of pre-apprenticeship standards, with a focus on nontraditional industries and occupations. The grant will also support efforts of existing Registered Apprenticeship programs to recruit female and minority apprentices. The state Apprenticeship and Training Office (ATO) will provide technical assistance to grantees and will promote the creation and growth of apprenticeship programs beyond the grantees.

- 3.10** The commonwealth will use the ATO to promote pre-apprenticeship and Registered Apprenticeship opportunities to youth, including establishing new partnerships with secondary and postsecondary education institutions.

Inventory of Pre-apprenticeship Programs

To better understand the state of pre-apprenticeship across the Commonwealth, the PA WDB partnered with the L&I Apprenticeship and Training Office to contract with the Keystone Research Center to identify existing and emerging pre-apprenticeship programs. The research will also include identifying best practices of existing pre-apprenticeship programs. This research will culminate in a comprehensive report in September 2018, which will be shared with the PA WDB and relevant stakeholders. The scope of their research is outlined below.

- **Interview the four currently operating registered pre-apprenticeship programs**
 - Identify status of current programs
 - Collect information on best practices
 - Collect summary anecdotal success stories and challenges of participants who have are either currently enrolled in pre-apprenticeship programs, or have completed pre-apprenticeship programs.

- **Survey the 22 Local Workforce Development Boards**
 - Inventory all pre-apprenticeship programs currently operating in Local Workforce Development Areas (both registered and those not currently registered with the Commonwealth).
 - Identify current and future plans for employing the pre-apprenticeship model for training in local areas
 - Collect information on the opportunities, challenges, and impact of pre-apprenticeship

Healthcare Ad Hoc Committee

Monday, July 30, 2018

2:00PM to 3:00PM

By Phone

Meeting Summary

Members Present

Chair Matt Yarnell
Jamie Aurand
Susan Coble
Kim Early
Colleen Engler
Nathaniel Hamilla
Kevin Hancock
Tamila Lay
Ed Legge
Mary Marshall
Denise McQuown-Hatter
Charles Quinnan
Victor Rodgers
Susan Whisler
Larry Wiersch
Bob Garraty
Katie Reyes
Marty Culp
Susan Biggs

Members Absent

Tara Breitsprecher
Catherine Grove
Vicki Hoak
Lauren Hughes
Megan Litz
Henry Nicholas
Nancy Thaler

Staff and Guests Present

Michael Leister, PA WDB Director of
Partnership Development

The meeting was called to order by Chair Yarnell at 2:02 pm.

Agenda Item 1: Welcome and Introduction

Chair Yarnell welcomed the committee members and proceeded with a roll call. He thanked the committee members for their time.

Agenda Item 2: Chairs' View of Issues Facing Long-Term Care Industry

Chair Yarnell stated two rising issues which he saw negatively influencing the long term-care industry:

- Stagnant wages for direct care workers
- Increased demand for quality care at home or nursing homes

Chair Yarnell emphasized that this is a crisis that will face our state for the near future. He continued that this emergency demands the attention of the Governor, the Board, and the Committee. Sharing relevant workforce data and facts will help grow support for addressing this issue.

Agenda Item 3: Background Research from PA WDB Staff

Michael Leister, PA Workforce Development Board staff to the Committee, provided an overview of background research conducted resulting from the Committee's first call. Mr. Leister began by highlighting current definitions of direct care workers in Pennsylvania. He noted the Pennsylvania Long-Term Care Council at the PA Department of Aging adopted a [definition](#) for direct care workers in 2017.

Mr. Leister informed the Committee that the Center for Workforce Information and Analysis (CWIA) at the PA Department of Labor and Industry currently recognizes five occupation titles as direct care workers: Home Health Aides, Nursing Assistants, Orderlies, Personal Aides, and Psychiatric Aides. Mr. Leister then provided statistics on the five occupations in Pennsylvania.

- Employment totaled 204,140 in 2014
- Projected employment in 2024 is 241,760; an increase of 37,620 or 18.4 percent from 2014
- Annual openings total 7,487; 3,777 due to growth and 3,710 due to replacement
- Average annual wages were \$26,850 or \$12.91 hourly in 2017

Mr. Leister provided an overview of direct care workers efforts across the county, showing that other states are taking issues around direct care workers seriously. He highlighted a policy brief from [The Working Poor Families Project](#) that compiled an in-depth range of state and local policies focused on the direct care workforce in five areas: wages, benefits, and workforce supports; financing; recruitment, training, and career advancement; workforce data collection and analysis; and stakeholder engagement.

Mr. Leister also provided an overview of a new [model of successful tuition assistance programs](#) created by UpSkill America at the Aspen Institute and the Institute for Corporate Productivity (i4cp). This new approach details seven essential components of a modernized tuition assistance program to help employers meet the need for an agile workforce of continuous learners.

Larry Wiersch asked if EMS personnel or paratransit operators are included in the direct care workers definition. Mr. Leister said that they are not currently included in the definition from CWIA, which the commonwealth currently recognizes. Ed Legge, CWIA, added that direct care workers are often seen as high demand, hard-to-fill, low-paying jobs, and these characteristics drive their classification. Mr. Wiersch commented that on the EMT side, a shortage is forming across the commonwealth. Chair Yarnell said he is open to the discussion of including EMT in the definition of direct care workers. Kim Early commented that the PA Department of Health is willing to provide technical assistance regarding EMTs.

Dr. Bob Garraty asked if it is the role of government to encourage employers to provide tuition and training assistance programs for their employees. He believes it is and stated that 95 percent of the training for incumbent workers already comes from employers. Mr. Legge stated that a lot of on-the-job training does occur. Denise McQuown-Hatter said while training and education does exist, career advancement is large part of the conversation. Committee members commented that on-the-job training or education can help direct care workers earn credentials, leading to career advancement.

Mary Marshall commented that certifications are required for some positions, such as certified nursing assistants, but most other positions do not require certification. She stated it is incumbent on the Committee to understand the workforce. Committee members commented that a stable base of criteria is needed before developing an official definition of direct care workers.

Susan Whisler, Executive Director of the Southern Alleghenies Workforce Development Board, commented that a great deal of the training and education assistance in her local area already goes to the healthcare field. She sees this assistance as an investment in the customer. The investment is made in the hope that the worker will earn a family-sustaining wage and contribute to the regional economy. She also stated that local workforce boards are confronted with federal performance standards that require higher wages than most direct care workers are able to access as they start their careers. She said that more flexible funding is required to address these needs. Mr. Legge noted that recent research shows the commonwealth is currently training between 300 and 400 nursing assistants a year utilizing Workforce Innovation and Opportunity Act (WIOA) funds.

Chair Yarnell emphasized the important role of skill enhancement through education and training. He continued by saying that we need the attention of the policy makers to increase the investment in direct care workers. Chair Yarnell commented that in order to obtain the required direct care workforce, it is vital for this Committee to drive home a narrative that direct care workers deserve a family sustaining wage.

Agenda Item 4: Potential Committee Work

Dr. Garraty agreed that there is a need for a more flexible funding source to meet the employment and training needs of direct care workers. He mentioned the recently reauthorized Re-employment Fund and thought this Committee and the State Workforce Development Board could play a role in recommending some of that funding go to helping meet the needs of direct care workers. Mr. Leister reiterated the committee's desire to put together cohesive information on the looming direct care crisis to inform policy makers. It is necessary to not only fill in-demand positions but to ensure these positions fall along a career pathway that leads to family sustaining-wage.

Dr. Garraty then brought up the PA Center for Health Careers that was previously housed at the Board. He floated whether it would be useful to reinstate the Center to address healthcare workforce issues. Chair Yarnell said it would be useful to have an entity like the Center that focuses solely on Healthcare workers.

Ms. Marshall said it reasonable to consider re-establishing the PA Center for Health Careers. Dr. Garraty asked Mr. Leister to prepare a brief on previous PA Center for Health Careers accomplishments and its mission. Ms. Marshall commented that the committee should be clear about the mission of the Center and suggested an in-person meeting to discuss further. Chair Yarnell and Jamie Aurand agreed.

Agenda Item 5: Other Healthcare Workforce Issues from Committee Members

Victor Rodgers commented it is important to recognize the difficulty of pushing for family-sustaining wages for direct care workers as firms may not have the revenue for higher wages. He said it is necessary to make jobs attractive by establishing viable career pathways, as the potential for advancement makes positions more desirable. He said creating a viable career pathway will help alleviate turnover and help workers earn a family-sustaining wage.

Agenda Item 6: Next Steps

Chair Yarnell said the next step is putting together an in-person meeting. He thanked the Committee members for their time and adjourned the meeting at 2:59 pm.

Next meeting: Wednesday, September 26, 2018 at 3:00pm (tentative)

Re-Entry Ad Hoc Committee

Monday, July 23, 2018

3:00PM to 4:00PM

By Phone

Meeting Summary

Members Present

Jeff Brown, Chair
Jennifer Buchanan Rapach
James Harper, Jr.
Michael Pipe
Gene Barr
Brad Burger
Barry Johnson on behalf of Atif Bostic
Ceciley Bradford-Jones
Alex Halper
Dorenda Hamarlund
Chrissie Klinger
Hillary Lyle
Tara Loew
Victor Rodgers
Jacqueline Weinberger
Tara Williams

Members Absent

Rep. Morgan Cephas
Dr. Joan Duvall-Flynn
Melissa Fleming
Kelly Martini
Matt Sheaffer
Christian Stephens

Staff and Guests Present

Allison Jones, PA WDB Director

Chair Brown called the meeting to order at 3:02 PM.

Agenda Item 1: Welcome, Roll Call, and Introductions

Chair Brown thanked members for participating in the Re-entry Ad Hoc Committee and proceeded with a roll call. Each present member introduced themselves and their role/interest in re-entry issues.

Agenda Item 2: Vision of the Re-Entry Committee

Chair Brown outlined his vision for the Committee. Chair Brown acknowledged the unique challenges of re-entry and noted that the public and private sectors are missing out on opportunities with returning citizens. Chair Brown noted that re-entry is not a partisan issue and enjoys broad bipartisan support. He further said that this committee must identify strategies to accelerate returning citizens' re-entry into the workforce and address barriers to employment. Chair Brown noted his desire to engage employers around hiring returning citizens. Lastly, he emphasized the Committee's role is to provide actionable policy recommendations to the Governor.

Ms. Bradford-Jones asked if the Board has consulted with the Governor on his position regarding re-entry. Chair Brown has consulted with the Governor and the Governor's Middle Class Task Force identified re-entry as a priority issue. Chair Brown recommended that the Board's role is to recommend strategies for the Governor to take on as next steps.

Commissioner Pipe mentioned that the Governor and Attorney General Josh Shapiro launched the Pennsylvania Re-Entry Council, which has an Employment Committee. Commissioner Pipe recommended the Committee learn more about and coordinate with this initiative. Commissioner Pipe also commented that the State can do a better job to align workforce development efforts around re-entry and addressing the broader stigma.

Several members commented that the Committee should not duplicate existing efforts.

Chair Brown asked PA WDB staff to reach out to the Attorney General's Office to discuss coordinating.

Agenda Item 3: Potential Policy Strategies and Recommendations for Discussion

Chair Brown provided an initial list of policy ideas the Committee could explore, including:

- Creating an incentive for employers to hire returning citizens
- Expanding the recent Clean Slate legislation
- Better information sharing and coordinating between agencies and stakeholders at all levels
- Increasing the awareness of returning citizens and employers engaging the workforce development system
- Highlighting employer best practices in hiring returning citizens and creating a returning citizen friendly-environment
- Identifying barriers to employment (for returning citizens and employers) and strategies to address them

Committee members commented on additional strategies and ideas the Committee could take on.

Ms. Bradford-Jones commented on service delivery being limited by geographic jurisdictions and its impact on returning citizens. She noted that a statewide focus may alleviate these limitations, given returning citizens are transient. She also recommended coordinated communications and information sharing between relevant agencies and stakeholders. Lastly, she noted re-entry programs should benefit the customer and their success.

Mr. Barr commented that the Governor recently signed Clean Slate legislation into law, which helps some returning citizens join the workforce more easily. Mr. Barr recommends spreading awareness of this Clean State initiative so more returning citizens can take advantage of it.

Mr. Rodgers commented that strict hiring requirements might hinder a returning citizen's ability to re-enter the workforce and that greater flexibility is needed. Chair Brown noted that regulatory requirements may have this unintended consequence.

Ms. Hamarlund commented that that biggest barrier for some employers is the fear of the unknown, including knowing what ex-offenders are truly capable of and their existing skills. Offenders are participating in education and training initiatives while they are incarcerated, including earning industry-recognized credentials and certificates.

Ms. Lyle commented that employers are starting to recognize the potential of returning citizens and their educational and training experience. Ms. Lyle provided an example of South Central engaging employers around the benefits of hiring returning citizens. She commented that employers enjoyed hearing personal stories of returning citizens and learning about more employer resources in this area.

Mr. Johnson noted that returning citizens also experience fear when re-entering the workforce. He explained that the fear stems from not being afforded the same opportunities as someone without a criminal record. Ms. Bradford-Jones agreed with Mr. Johnson on creating level playing field.

Ms. Bradford-Jones noted her evolving perspective on the issue by recognizing that employers are looking for top talent and may not be motivated by the social impact aspect of hiring returning citizens. Mr. Rodgers agreed and noted that developing soft skills and workplace expectations are one strategy leveling the playing field. Mr. Rodgers also noted that by adding value to an organization, returning citizens can create avenues of advancement.

Ms. Bradford-Jones commented that employers are looking for more developed soft skills beyond the basics, which can be a barrier to returning citizens. She noted that industry must drive the conversations to meet their needs. Chair Brown asked about creating a micro credential for soft skills that employers can trust. The WorkKeys is a national credential, but employers do not consistently participate us it. Mr. Barr commented that highlighting credentialing best practices is key to gathering industry-wide support.

Ms. Hamarlund commented that employers are indeed looking for soft skills. However, employers feel that applicants have a poor understanding of what the job entails. She noted that ONET helps inmates understand the job requirements for certain careers.

Mr. Rodgers commented that apprenticeships are an important tool for returning citizens back into the workforce. He noted it is key to train and retool returning citizens so that they can be prepared for all opportunities. Mr. Rodgers restated that industry-led credentialing should be a key objective of the Committee.

Commissioner Pipe mentioned a program at the CareerLink®-Lancaster, provides micro-credentialing of soft skills and work readiness, which could be a best practice to highlight. Ms. Loew said she would share details of the Ready to Work with the committee.

Ms. Loew commented that it would be very helpful to have a specific funding allocation to serve returning citizens. Chair Brown said the Committee is likely to ask for more funding to maximize the capacity to create change.

Agenda Item 4: Next Steps

Chair Brown emphasized a sense of urgency and asked the Committee to provide the Governor with a recommendation in a few months.

The Committee agreed on a monthly call. Ms. Jones will send around a poll to identify the best regular meeting schedule and will circulate follow-up materials, including a meeting summary, to members. Ms. Jones said she will reach out to the Attorney General's Office.

Chair Brown and Ms. Jones thanked the committee members for their time.

The meeting adjourned at 4:02 pm.

Next meeting: TBD



Background

In the fall of 2017, Governor Wolf established the Middle-Class Task Force to capture the voice and perspective of Pennsylvania students, workers, and business communities across the commonwealth. As a result, the Task Force concluded that **Pennsylvania’s public education and workforce development systems must work together to provide relevant and affordable services and supports to all students and workers of all ages, prioritize outcomes, and align to 21st century business needs.**

What is PAsmart?

PAsmart is a strategic and new approach to education and workforce development to help Pennsylvanians develop the skills and abilities they need to obtain a quality job, help businesses recruit skilled workers, and foster economic growth. PAsmart has four critical components:

1. Transforming interagency collaboration around education and workforce development
2. Improving coordination of public education and workforce development services and funding
3. Strategically investing resources in areas of opportunity
4. Creating successful outcomes for Pennsylvania students, workers, and businesses

Framework of PAsmart Priorities



Role of the Pennsylvania Workforce Development Board

The PA Workforce Development Board serves as the key policy advisor to the Governor on workforce development issues. The PA WDB will lead the implementation of PAsmart and coordination of education and workforce development initiatives in Pennsylvania. The PA WDB **will inform the framework and define funding priorities for PAsmart competitive grants**. The PAsmart initiative will be supported by PA WDB staff, the Governor's Office, an inter-agency staff team, and subject matter experts.

PAsmart Competitive Grants

The 2018 Enacted Budget included \$30 million for Governor Wolf's PAsmart initiative. The funding is broken into three areas:

- \$20M Computer Science and STEM Education (new)
- \$7M Registered Apprenticeship and pre-apprenticeship (new)
- \$3M Next Generation Industry Partnerships (increase)

These resources will supplement existing federal and state education and workforce development resources (e.g. WIOA, Perkins, TANF, etc.), and will be allocated in a strategic, aligned way.

Why invest in PAsmart?

- Governor Wolf established a demand-driven goal that 60 percent of Pennsylvania residents have some form of postsecondary education by 2025. Currently, only 45 percent of Pennsylvanians have these industry-valued credentials, with the largest gains needed in two-year degrees.
- Pennsylvania's middle class is shrinking, and wages are stagnating.
- Significant lag in postsecondary education attainment compared with industry demands, especially two-year degrees.
- Nearly 95 percent of Pennsylvania businesses have 49 or less employees.
- Pennsylvania's Industry Competitiveness has remained on par with national trends, but job growth is slower than other states.
- Over 1/3 of counties have a labor surplus (too many workers, not enough jobs).
- Pennsylvania's number of K-12 students is declining and cannot alone meet current and anticipated job vacancy demands.
- More than 1.4 million Pennsylvanian's have some college credits but no degree.

PAsmart Guiding Questions

- How can Pennsylvania ensure that hard-working, middle-class families can compete and thrive in a global, connected 21st Century economy?
- What does Pennsylvania need to do to ensure that businesses have access to a talented workforce... and that workers have the skills that industry demands?
- How does Pennsylvania promote job creation and economic growth?
- What are the real issues that students, workers and business face?

PAsmart Competitive Grant Program

Proposed Timeline

Wed, Aug 15	<p>PA WDB Quarterly Meeting</p> <ul style="list-style-type: none"> • GPO update on PAsmart and role of PA WDB (i.e. create and endorse funding priorities and framework for PAsmart Competitive Grant Program) • Chair Brown establishes PAsmart Ad Hoc Committee (see proposed membership below)
Sept	PA WDB Quarterly Meeting Stakeholder Engagement Period
Wed, Oct 10	<p>PA WDB Quarterly Meeting</p> <ul style="list-style-type: none"> • Review and approve draft PAsmart Competitive Grant Program framework and guidance <ul style="list-style-type: none"> ○ Program vision/purpose ○ Funding priorities ○ Evaluation criteria
Mon, Oct 15	<p>PA WDB Quarterly Meeting Packet Sent</p> <ul style="list-style-type: none"> • Includes final draft PAsmart Competitive Grant Program framework and guidance
Tues, Oct 23	<p>PA WDB Quarterly Meeting</p> <ul style="list-style-type: none"> • PAsmart Committee presents feedback from stakeholder engagement • PA WDB approves final PAsmart Competitive Grant Program framework and guidance
Th, Oct 25	Formal PA WDB recommendations sent to Governor Wolf
Fall	PA WDB Quarterly Meeting application materials released
Fall/Winter	<p>PA WDB Quarterly Meeting application and evaluation periods</p> <ul style="list-style-type: none"> • Run through L&I and PDE • Separate application for each funding bucket, but consistent with PA WDB endorsed PAsmart framework and guidance
2019	Grant period for FY 2018-19 PAsmart grantees

WIOA Waiver Request Process

Background

The Workforce Innovation and Opportunity Act (WIOA), administered by the U.S. Department of Labor (U.S. DOL), is the federal government’s largest source of federally funded employment and training programs. WIOA statutory and regulatory requirements are applied uniformly across the country. However state and local workforce partners that deliver program services experience workforce challenges depending on local needs and circumstances. WIOA allows states to request “waivers” from WIOA requirements to create flexibility state and local service delivery, and waiver requests must be based on research, evidence-based justifications, and stakeholder engagement.

Waivers can remove barriers to implementation, allow for creativity and innovation, and support continuous improvement in the workforce development system. Waivers may affect how resources are allocated or the types of employment and training services available to various populations. States and local partners use waivers to better administer WIOA programs, including reallocating funds to areas in the most need, providing employers with more generous incentives to stimulate training and hiring in the community, and addressing unexpected events like natural disasters and regional economic downturns. Once implemented, waivers must be monitored and evaluated to understand their impact in practice.

Role of PA Workforce Development Board

The PA WDB has several key roles in the waiver process. WIOA waivers are formal modifications to the commonwealth’s WIOA Combined State Plan and workforce development policies. When a waiver is approved, it is added to the State Plan, and the commonwealth must adjust existing policies accordingly. When the State Plan is updated, the PA WDB must decide on whether to continue or propose additional waivers. When U.S. DOL approves an updated WIOA Combined State Plan, any attached waivers are also approved.

Pennsylvania’s Current Waiver Activity

Pennsylvania is currently pursuing or exploring several WIOA waivers, including:

- 1. Waiver to allow Individual Training Accounts (ITAs) for In-School Youth (ISY)**

WIOA Title I-funded ITAs are the main mechanism fund occupational training for eligible WIOA Adult, Dislocated Worker, and Out-of-School Youth customers. L&I submitted a waiver to U.S. DOL to allow for the use of ITAs for In-School Youth customers to increase the pipeline of talent into the workforce, particularly in occupations requiring less than a four-year college degree, and to address increased demand for workplace training that incorporates occupational training. This waiver will accelerate In-School Youth transitions into the workforce.

Status: The commonwealth submitted a waiver request to U.S. DOL for approval.

- 2. Waiver to allow WIOA statewide funds to support local areas impacted by a qualifying disaster event**

When a disaster or emergency occurs, L&I can provide disaster safety and clean-up assistance using federal disaster grants. There are often significant time delays before the grant funds allocated and grant limitations slow down disaster recovery efforts (e.g. requirement to use certain WIOA eligible participants for disaster recovery efforts). L&I is exploring a waiver to use

WIOA statewide funds already allocated to local areas, instead of federal disaster grants, to respond to disasters. The waiver would also expand the allowable participants beyond WIOA requirements. This waiver will accelerate L&I's ability to respond to disasters using workforce resources.

Status: The GPO approved this waiver request. Currently collecting comments from key workforce development stakeholders.

MEMO

To: Pennsylvania Workforce Development Board Members
From: Michael Leister, Pennsylvania Workforce Development Board Staff
Date: August 6, 2018
Re: Next Generation Industry Partnership Statewide Metrics Development

Overview

With the transition to the Next Generation Sector Partnership model in fiscal year 2017-2018, the commonwealth funded 15 Next Generation Industry Partnerships through a competitive grant process. To date, 14 of the 15 awarded partnerships have launched. Additionally, five unfunded partnerships have launched across the commonwealth. Partnerships have launched in the following sectors:

- Advanced Manufacturing – 8
- Agriculture & Food Processing – 1
- Business Services (IT) – 1
- Energy – 1
- Healthcare – 5
- Hospitality, Leisure & Entertainment – 1
- Logistics & Transportation – 2

Common themes have developed across the priorities identified by businesses in the 19 launched partnerships. The two most common priorities across all partnerships are providing career awareness activities and talent development (training, retention, career pathways, etc.). Other common priorities include business-to-business networking, regional marketing to business and workers, and joint advocacy efforts.

Starting in December 2017, a cross-agency state team met to develop proposed statewide and regional metrics for Next Generation Industry Partnerships. Over multiple meetings, the team developed a list of priority indicators of success based on three impact categories: impact on employers, impact on workers, and impact on public programs.

On June 6, 2018, draft statewide metrics were presented to a workgroup comprised of Next Gen partnership conveners from across the commonwealth. The workgroup provided feedback on each indicator, including the value, practicality, and best mechanism for measurement.

With input from the workgroup, the cross-agency state team updated the statewide metrics. The priority metrics were reorganized into four categories: workforce, economic development, education, and partnership engagement, to align with the program's emphasis on cross-sector and cross-agency collaboration.

Next Steps

On August 13, 2018, the draft statewide metrics will be presented to the Industry Partnership and Employer Engagement Committee and to the full Board on August 15, 2018. Updates to the statewide metrics will be made based on input from the committee and Board. The statewide metrics will then be presented to a workgroup comprised of partnership conveners and Next Gen business champions for a



final round of input from regional and local partners. Final edits will be made and the statewide metrics will be presented to the Industry Partnership and Employer Engagement Committee and full Board for approval and adoption in the fall.

**Next Generation Industry Partnerships
Pennsylvania Statewide Metrics DRAFT**

Workforce	Indicator	Unit	How will data be collected?	Notes
	Increase in total compensation as a result of participating in education and training as a result of the NGIP	Number and percentage of participants, amount and percentage of wage increase	Immediate: Partnership surveys Long-term: Common measures reporting for WIOA programs through CWDS	Total compensation includes wages and benefits. Wage data lags, and compensation increases will not be seen in data until after the close of the fiscal year, so self-report/surveys can be used for initial collection. May confound with performance of overall economy.
	Increase in workers attaining an industry-relevant credential as a result of participating in education and training and NGIP	Number and percentage of participants Number of new or modified programs aligning curriculum	Immediate: Partnership surveys Long-term: Partnership surveys and CWDS data (as entered by partnership businesses or staff)	CWDS data entry is required within 30 days of finishing training only if using state money, so surveys may provide additional data.
	Increase in worker recruitment and retention	Reduction in worker turnover and time to hire	Partnership surveys	
Economic Development	Positions filled with qualified candidates	Number of new hires	Partnership surveys, New Hire data (limited)	Demonstrates increased ability to find qualified candidates by engaging with public partners. There are limitations on how many new hires get captured by the program due to the structure of how reporting occurs; however, this is probably an easier number to obtain and will show larger gains that “jobs created”.
	Jobs created/retained as a result of NGIP	Number of jobs retained within an industry cluster	Partnership surveys, DCED data Long term: Wage record data matching (similar to wage gain collection)	Demonstrates increased economic growth and improved competitiveness. As with wage gains, it could take up to a year after the close of the fiscal year to obtain the actual data. May confound with factors other than NGIP. Distinguish actual job creation versus backfilling open jobs.
	Economic Impact		Partnership surveys, CWIA data	Demonstrates economic impact of NGIP. Could model after SEWN program.

	Indicator	Unit	How will data be collected?	Notes
Education	Increase industry and career awareness	Number of students introduced engaged in career awareness activities	Partnership surveys	Demonstrates building a talent pipeline. Could track various populations separately (youth, adults, educators, parents, etc.).
Partnership Engagement	Increase in leveraged resources by partners	Dollar amount and type of invested resources	Partnership surveys Long-term: Calculation and partnership surveys	Demonstrates return on investment and commitment of partners. Funding sources may include: cash, in-kind (should identify type and value of in-kind resource), etc.
	Executive-level engagement	Number of participating executive-level business partners	Partnership surveys	Demonstrates commitment of partners, and NGIPs are moving beyond HR and training.
	Increased partner interaction	Number of partners participating in NGIP	Partnership surveys	Demonstrates increase in partner interaction and alignment. Partners include business champions, public, and community organizations.

2016 Population		
Total Population	12,783,977	100.0%
Female	6,528,935	51.1%
Male	6,255,042	48.9%

Population by Race		
White	10,402,743	81.4%
Black	1,410,563	11.0%
Hispanic Ethn	843,164	6.6%
Other	970,671	7.6%

Population by Age		
Ages 0 to 17	2,704,268	21.2%
Ages 18 to 24	1,229,863	9.6%
Ages 25 to 34	1,634,292	12.8%
Ages 35 to 44	1,515,459	11.9%
Ages 45 to 54	1,804,510	14.1%
Ages 55 to 64	1,762,338	13.8%
Ages 65 to 74	1,152,343	9.0%
Ages 75 and Older	980,904	7.7%
Median Age	40.6	

Educational Attainment, Ages 18 and Older		
High School Diploma or Less	4,356,055	43.2%
Some College or Associate Degree	2,680,155	26.6%
Bachelor's Degree	1,713,347	17.0%
Graduate or Professional Degree	1,027,649	10.2%

Source: U.S. Census-2016 ACS 5-Year Estimates - DP05, B01001, and B15001

Help Wanted OnLine Job Postings			
May 2018	May 2017	Volume Change	Percent Change
213,275	214,741	-1,466	-0.7%

Source: The Conference Board Help Wanted OnLine™

U.S. Veterans		Median Income	
Total	Unemployment Rate	Veteran	Non-Veteran
840,258	6.3%	\$34,835	\$27,380

Source: U.S. Census 5-Year Estimate 2012-2016 (Table: S2101)

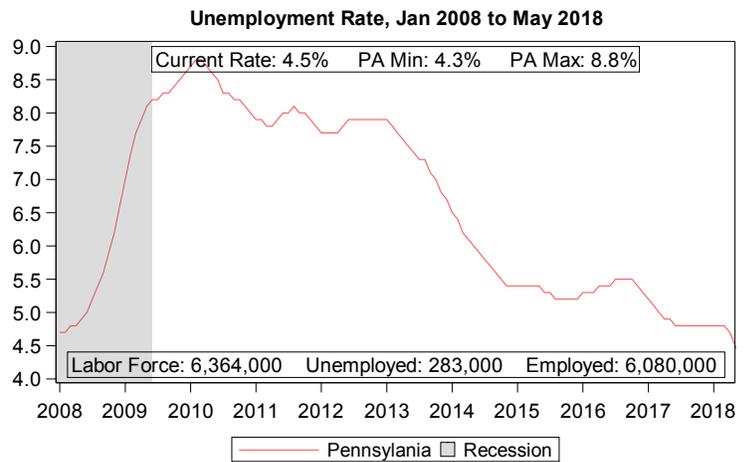
Income Measures			
Per Capita	Total Personal	Median Household	Median Family
\$50,742	\$648,694,472	\$54,895	\$69,960

Note: Total Personal Income is displayed in thousands.

Note: Median Incomes are in 2016 adjusted dollars.

Source: Personal Incomes - Bureau of Economic Analysis (BEA) - 2016

Source: Median Incomes - U.S. Census 2012-2016 (Tables: B19013 & B19113)



Top 25 Employers by Employment in Q4 of 2017

- Federal Government
- State Government
- Wal-Mart Associates Inc
- Trustees of the University of PA
- City of Philadelphia
- United Parcel Service Inc
- Giant Food Stores LLC
- Pennsylvania State University
- School District of Philadelphia
- UPMC Presbyterian Shadyside
- PNC Bank NA
- University of Pittsburgh
- Weis Markets Inc
- Target Corporation
- Lowe's Home Centers LLC
- Comcast Cablevision Corp (PA)
- Amazon.com DEDC LLC
- The Children's Hospital of Philadel
- PA State System of Higher Education
- Home Depot USA Inc
- Giant Eagle Inc
- Vanguard Group Inc
- Milton S Hershey Medical Center
- Wawa Inc
- Merck Sharp & Dohme Corporation

Source: Quarterly Census of Employment and Wages

Unemployment Compensation (UC) by Pre-UC Industry	Jun 2017 to May 2018		May 2018 Initial (IC) and Continued (CC) UC Claims			
	Exhaustees	Percent	IC Total	IC Percent	CC Total	CC Percent
Natural Resources & Mining	740	0.8%	679	1.2%	4,313	1.1%
Construction	9,650	10.5%	10,260	18.0%	52,536	13.5%
Manufacturing	10,750	11.7%	6,401	11.3%	46,982	12.0%
Trade, Transportation & Utilities	19,090	20.8%	7,246	12.7%	73,863	18.9%
Information	1,840	2.0%	454	0.8%	5,850	1.5%
Financial Activities	4,950	5.4%	1,134	2.0%	19,388	5.0%
Professional & Business Services	17,780	19.3%	7,185	12.6%	70,431	18.0%
Education & Health Services	14,720	16.0%	5,411	9.5%	57,835	14.8%
Leisure & Hospitality	6,950	7.6%	7,987	14.0%	35,289	9.0%
Other Services	2,540	2.8%	868	1.5%	9,776	2.5%
Government	990	1.1%	327	0.6%	4,071	1.0%
Info Not Available	2,000	2.2%	492	0.9%	2,132	0.5%
Total	92,000	100%	56,849	100%	390,289	100%

Notes: Percentages less than 0.5% will be displayed as 0.0%. Percentages may not sum to 100% due to rounding. Claims data are not comparable to claims data released in any other report.

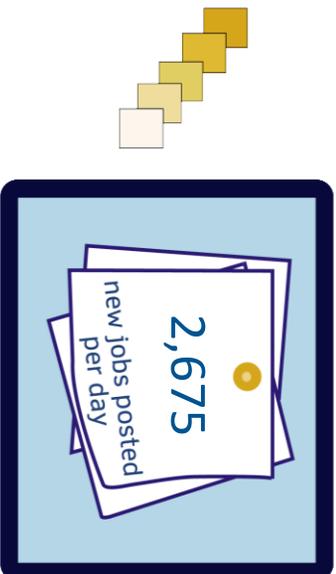
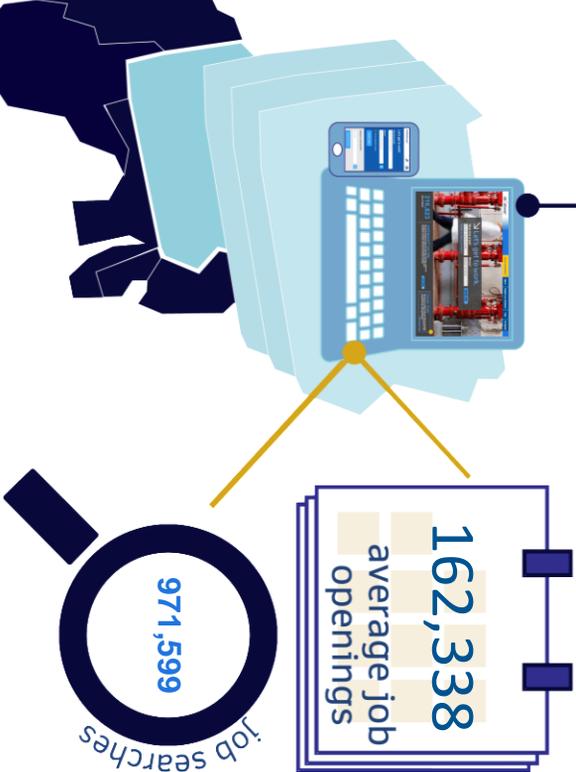
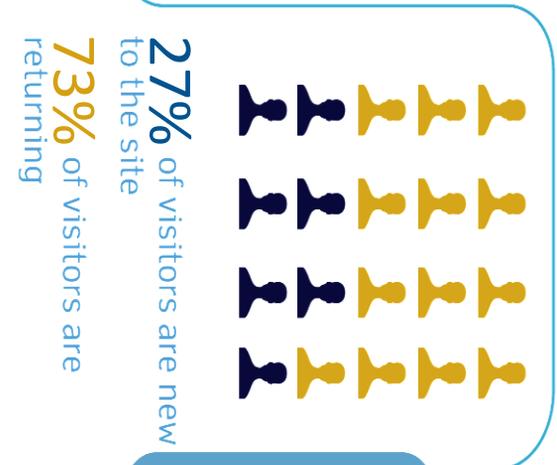
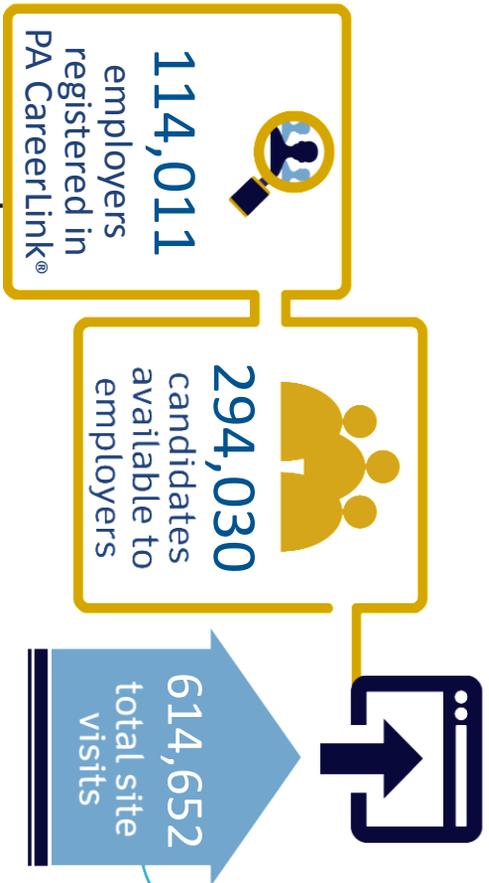
Source: Pennsylvania Unemployment Compensation System

Quarterly Census of Employment and Wages, 2017 Annual Averages						
NAICS	NAICS Description	Establishments	Employment	Employment %	Average Wage	
	Total, All Industries	355,118	5,799,592	100.0%	\$53,998	
11	Agriculture, Forestry, Fishing and Hunting	2,235	24,581	0.4%	\$35,103	
21	Mining, Quarrying, and Oil & Gas	1,284	25,783	0.4%	\$89,578	
22	Utilities	1,361	34,949	0.6%	\$96,284	
23	Construction	28,694	257,116	4.4%	\$64,264	
31-33	Manufacturing	14,441	562,405	9.7%	\$61,109	
42	Wholesale Trade	24,237	218,887	3.8%	\$79,633	
44-45	Retail Trade	41,595	630,234	10.9%	\$28,281	
48-49	Transportation and Warehousing	11,001	296,457	5.1%	\$48,045	
51	Information	4,773	86,762	1.5%	\$77,707	
52	Finance and Insurance	18,253	260,748	4.5%	\$91,720	
53	Real Estate and Rental and Leasing	10,342	63,643	1.1%	\$58,260	
54	Professional and Technical Services	40,153	356,890	6.2%	\$91,945	
55	Management of Companies and Enterprises	4,217	136,150	2.3%	\$127,011	
56	Administrative and Waste Services	17,937	316,901	5.5%	\$35,513	
61	Educational Services	8,895	481,466	8.3%	\$55,671	
62	Health Care and Social Assistance	54,825	1,041,798	18.0%	\$49,450	
71	Arts, Entertainment, and Recreation	5,130	99,619	1.7%	\$31,559	
72	Accommodation and Food Services	28,277	470,573	8.1%	\$18,123	
81	Other Services (Except Public Administration)	32,395	199,029	3.4%	\$32,694	
92	Public Administration	5,075	235,601	4.1%	\$59,484	

Company Ownership						
Total, All Ownership		355,118	5,799,592	100.0%	\$53,998	
Private Ownership		341,812	5,124,875	88.4%	\$53,672	
Federal Ownership		2,733	97,174	1.7%	\$74,249	
State Ownership		1,448	133,286	2.3%	\$60,157	
Local Ownership		9,126	444,258	7.7%	\$51,488	

Occupational Employment (2014) and Wages (2016)						
SOC Code	Major Occupational Group	Employment	Entry Wage	Average Wage	Experienced Wage	
	Total, All Occupations	6,106,280	\$21,180	\$47,540	\$60,710	
11-0000	Management	276,540	\$59,330	\$121,830	\$153,090	
13-0000	Business & Financial Operations	293,440	\$42,350	\$72,010	\$86,850	
15-0000	Computer & Mathematical	149,710	\$47,270	\$81,100	\$98,020	
17-0000	Architecture & Engineering	94,730	\$46,120	\$77,940	\$93,850	
19-0000	Life, Physical & Social Science	53,510	\$37,870	\$69,000	\$84,560	
21-0000	Community & Social Services	141,070	\$27,080	\$42,840	\$50,710	
23-0000	Legal	49,250	\$42,190	\$102,140	\$132,110	
25-0000	Education, Training & Library	343,700	\$26,180	\$55,760	\$70,550	
27-0000	Arts, Design, Entertainment, Sports & Media	84,240	\$22,970	\$49,500	\$62,770	
29-0000	Healthcare Practitioners & Technical	375,730	\$37,020	\$74,590	\$93,380	
31-0000	Healthcare Support	208,840	\$21,210	\$29,880	\$34,220	
33-0000	Protective Service	123,520	\$20,880	\$43,740	\$55,180	
35-0000	Food Preparation & Serving Related	484,470	\$17,250	\$22,530	\$25,170	
37-0000	Building & Grounds Cleaning & Maintenance	215,680	\$18,660	\$27,550	\$31,990	
39-0000	Personal Care & Service	254,030	\$17,770	\$25,190	\$28,890	
41-0000	Sales & Related	618,230	\$17,790	\$40,850	\$52,380	
43-0000	Office & Administrative Support	951,400	\$22,510	\$36,500	\$43,500	
45-0000	Farming, Fishing & Forestry	43,780	\$19,190	\$31,120	\$37,090	
47-0000	Construction & Extraction	261,750	\$29,860	\$49,610	\$59,490	
49-0000	Installation, Maintenance & Repair	242,210	\$27,650	\$45,620	\$54,600	
51-0000	Production	407,800	\$23,850	\$38,130	\$45,270	
53-0000	Transportation & Material Moving	432,670	\$20,900	\$35,590	\$42,930	

Note: 'ND' represents Non-Disclosable information.



Age of job postings are **60 days** or less



Infographic Description

#	Metric	Description	Notes	Source	Source Detail
1	Employers registered in PA Careerlink	Total Employer Profiles based on FEIN	Cumulative (Based on FEINs and SSNs)	CWDS Business Report	Employer #7: Employers - Total - TOTAL COUNT
2	Candidates available to PA employers	Job Seekers with "Want Employers to Find You" marked as "Yes"	Job seekers with job preferences enabled (cumulative)	CWDS Business Report	Participant #13: Participants with Job Preferences Enabled - TOTAL COUNT
3	Total site visits	Number of times PA Careerlink was visited (includes new and return visits)	Per month	Google Analytics	PA Careerlink: Dashboards: Private: PA Careerlink InfoGraphic Data: Visits
4	Visitors new to the site	New visitors to PA Careerlink	Per month	Google Analytics	PA Careerlink: Dashboards: Private: PA Careerlink InfoGraphic Data: New Visitor
5	Visitors are returning at least each month	Returning visitors to PA Careerlink	Per month	Google Analytics	PA Careerlink: Dashboards: Private: PA Careerlink InfoGraphic Data: Returning Visitor
6	Total mobile site visits	Number of times PA Careerlink mobile was visited (Includes new and return visits)	Per month	Google Analytics	PA Careerlink Mobile for Job Seekers: All Web Site Data: Dashboards: Private: PA Careerlink Mobile Analytics: Visits
7	Average job openings	Current number of job openings based on the "Open Positions" value of job postings which are in open status	Current number of openings (Note: The average can be calculated by recording this number at the start, middle, and end of the month)	CWDS Business Report	Job Postings: Open Positions (Total openings for jobs in open status)
8	New jobs posted per day	New job postings based on posting date	Sum of Registered Employer and Job Feed Job postings posted (i.e. in "open" status) within the month	CWDS Business Report	Job Postings #6: All Jobs - Posted - AVG ON RPT DATES
9	Age of job posting	Length of time jobs are in open status (Note: There are variations based on type of job)	Job Feed Jobs and Registered Employer Unassisted are 60 days; Registered Employer Staff Assisted are 180 days	NA	NA
10	Number of job searches	Total number of times the Search Jobs screen is visited	Total number of times the job search screen is visited	Google Analytics	PA Careerlink: Dashboards: Private: PA Careerlink InfoGraphic Data: Pageviews by Page Title: PA Careerlink - Search Jobs
11	Job referrals submitted	Number of job referrals created by either applying to a registered employer job or visiting the web site of a job feed job	Per month	CWDS Business Report	Referrals #1 - COUNT ON RPT DATES

CWDS Business Report: http://lhbq000dvbs/Reports/Pages/Report.aspx?itemPath=/CWDS_DASHBOARD_RPRT/CWDS+Business+Report

CWDS/PA CareerLink® User Demographics & Services



Services for June 2018





Tom Wolf
Governor

Jeff Brown
Chair



Quarterly Meeting Briefing Book Addendum

Table of Contents

Career Pathways and Apprenticeship Committee Update.....	3
Industry Partnerships and Employer Engagement Committee Update.....	7
Next Generation Industry Partnership Statewide Metrics Draft.....	11
Employer Engagement Survey Draft.....	13

Career Pathways and Apprenticeship Committee

Monday, August 13, 2018

1:00PM to 2:00PM

By Phone

Meeting Summary

Members Present

Julene Campion, Chair
Dawn Cowan on behalf of Representative Morgan Cephas
Tim Bean
Chris Hackett
KayLynn Hamilton
Representative Ryan Mackenzie
Eric Ramsay
Gregg Riefenstahl
Secretary Pedro Rivera
Robert Scaer
John "Ski" Sygielski
Scott Cawthern on behalf of Lisa Watson
Tara Williams
Tamila Lay
Julie Kane
Farah Hynes

Members Absent

James Harper, Jr.
Peter Klein
Frank Sirianni

Staff and Guests Present

Allison Jones, Director of PA Workforce Development Board

Chair Campion called the meeting to order at 1:02 pm.

Agenda Item 1: Welcome, Roll Call, and Introductions

Chair Campion welcomed and thanked the members to their first committee call, followed by a roll call.

Agenda Item 2: Purpose of PA WDB Career Pathways and Apprenticeship Committee

Chair Campion provided an overview of the purpose of the committee, which is directly linked to Pennsylvania's WIOA Combined State Plan and Goal 1: Establish Career Pathways. The committee aims to identify strategies that create and support Career Pathways, including Registered Apprenticeships. The committee is also focused on strategies to support individuals with significant barriers to employment and strategies to re-engage disconnected adults. Chair Campion noted that these strategies must be actionable policy recommendations for the Governor.

Dr. Sygielski stressed the importance of finding common language around what a career *pathway* is. Chair Campion agreed and commented that creating an unambiguous definition is a top priority of the committee. Dr. Sygielski suggested the committee "engage" and "re-engage" disconnected adults.

Agenda Item 3: Overview of Career Pathways Model and Discussion

Ms. Jones invited KayLynn Hamilton, representing WIOA Title II/Adult Basic Education (ABE), to explain the Career Pathway model in practice.

Ms. Hamilton stated Career Pathways are a way for jobseekers and incumbent workers to advance through opportunities on a career path, and with more experience and responsibility, leads to better pay. She noted that Career Pathways have “on-ramps” and “off-ramps” that allow individuals to move in and out of the Career Pathway. She provided the example of a healthcare career pathway: from Certified Nurse Aid (CNA) to Licensed Practical Nurse (LPN) to Registered Nurse (RN) to Nurse Practitioner (NP), a Career Pathway allows for individuals to stack their additional experience and education to be stacked. She said that Career Pathways should align with local labor market trends and needs.

Ms. Jones added that Career Pathways can address barriers to employment (e.g. transportation, housing, childcare etc.) by including support services. Ms. Hamilton added that Career Pathways also benefit employers by creating a pipeline of workers to more readily fill low- and middle-skill positions.

Dr. Sygielski commented that the committee’s Career Pathways work should consider the High Priority Occupations (HPO) list, clarify the scope of credentialing/degrees/diplomas/certificates, and include how CareerLinks® assess customer abilities and identify resources to address barriers to employment.

Ms. Jones noted that the Career Pathway definition under discussion is directly from WIOA. Ms. Jones agreed the HPO list should be a focus and communities can submit a waiver request to focus on occupations not on the list. Various industries and employers may value different types of credentials, which will require further study. Ms. Hamilton added that Career Pathways can be flexible to meet regional workforce needs.

Chair Campion commented how important it is to understand the competency gap in certain fields. She said an opportunity for this committee is to understand what broad or widely accepted competencies exist. Chair Campion also noted that Career Pathways can align with Next Gen Industry Partnerships. Ms. Jones expressed a statewide vision of Industry Partnerships aligning with Career Pathways, Registered Apprenticeship, pre-apprenticeship, and other education and workforce initiatives.

Mr. Hackett asked if a simple list exists of programs that support career pathways. A list does not currently exist, but Ms. Jones said PA WDB staff would develop one, especially given Career Pathways are a collaboration among workforce partners. Ms. Jones noted the PA WDB is working with an interagency team to develop a comprehensive website with online workforce development resources.

Mr. Hackett recognized the challenge of engaging parents on the Career Pathways model, especially exposing them to alternatives to the traditional four-year degree model. Mr. Ramsay commented that pre-apprenticeships are an effective way to communicate to parents, students, and educators opportunities outside a four-year degree. Mr. Bean, Mr. Hackett and Dr. Sygielski echoed Mr. Ramsay by noting that students benefit greatly from these pre-apprenticeship and certificate opportunities. Dr. Sygielski noted the committee should keep in mind Pennsylvania’s changing demographics.

Ms. Hamilton commented it is crucial it is to provide career exploration tools for customers so they can make informed decisions. Dr. Sygielski commented that providing information in career clusters can guide Pennsylvanians to new opportunities. Secretary Rivera noted that students are indeed being exposed to various career cluster through school district Chapter 339 career readiness plans, which must be coordinated with employers and local workforce development boards.

Ms. Kane commented it is important to be sector-driven so the commonwealth can better understand the coming changes in the economy.

Dr. Sygielski suggested the committee be clear on the Career Pathways outcomes it hopes to achieve.

Mr. Scaer emphasized the importance of strong employer commitments are critical to developing successful talent pipelines. Mr. Ramsay commented that Registered Apprenticeships require an employer commitment. Ms. Jones agreed that effective Career Pathways also include committed employers.

Chair Campion noted that the healthcare industry is experiencing many mergers and acquisitions. For this reason, it is important that the committee consider the evolving workforce needs as business models and organizations change.

Agenda Item 5: Next Steps and Adjournment

PA WDB staff will circulate a poll to capture the committee's meeting preferences and a continuous improvement survey. PA WDB staff will also provide the committee with more information on Career Pathways, including examples of Career Pathways definitions from other states, common Career Pathways programs/partners, common terminology, and analysis on what industries Pennsylvania should focus creating Career Pathways.

Chair Campion thanked members for their time and engagement. Chair Champion adjourned the meeting at 1:59 pm.

Industry Partnerships and Employer Engagement Committee

Monday, August 13, 2018

3:00PM to 4:00PM

By Phone

Meeting Summary

Members Present

Chair John “Ski” Sygielski
Wendie DiMatteo-Holsinger
Brian Funkhouser
Nick Gilson
Carol Kilko
Marguerite Kline
Representative Ryan Mackenzie
Jodi Pace
Eric Ramsay
Scott Cawthern representing Lisa Watson

Members Absent

Pat Eiding
Diane Ellis-Marseglia
Secretary Pedro Rivera
Jessica Trybus
Yvette Watts
Peggy Grimm

Staff and Guests Present

Michael Leister, PA WDB Staff
Farah Hynes, DHS
Tamila Lay, DHS
Gwen Ross, DCED

The meeting was called to order by Chair Sygielski at 3:00 pm.

Agenda Item 1: Welcome and Introductions

Chair Sygielski welcomed the Committee members, thanked Committee members for their time, and outlined the goals of the call: gather input on the draft Next Generation Industry Partnership statewide metrics and employer engagement survey.

Agenda Item 2: Next Generation Industry Partnership Overview

Michael Leister, staff to the Committee, provided a brief overview of Next Generation Industry Partnerships (NGIPs). NGIPs build on the successful sector-strategy work in Pennsylvania by expanding the capacity of the partnerships and focusing on the overall competitiveness needs of industry. Instead of focusing on serving businesses’ needs based around public programs and grants, NGIPs allow businesses to identify the opportunities and challenges in their industry. Community and public partners, including education, workforce, and economic development then support these business-driven priorities.

NGIPs were first funded in Pennsylvania in fiscal year 2017-18. The commonwealth received a total of 48 applications and awarded grants to 15 NGIPs. Each partnership received a \$25,000 convening grant to support the launch of a new partnership or transition of an existing Industry Partnership to the Next Generation Sector Partnership model. Each partnership is also eligible for a \$75,000 implementation grant to act on the business-driven priorities. Of the 15 awarded partnerships, 14 have launched. In

addition to the 15 funded partnerships, there are an additional 5 partnerships across Pennsylvania that have launched without state funding at this time.

Agenda Item 3: Next Generation Industry Partnership Statewide Metrics

Chair Sygielski informed the Committee that the NGIP statewide metrics are what local partnerships will be required to report to the commonwealth. He added that gathering this information will help the commonwealth tell success stories of NGIPs to various stakeholders and policymakers, such as the legislature and public.

Mr. Leister provided an overview of how the draft statewide metrics were developed. In December 2017, a cross-agency state team met to develop statewide and regional metrics for NGIPs. This team created a list of priority indicators of success based on three impact categories: impact on employers, impact on workers, and impact on public programs.

In June 2018, draft statewide metrics were presented to a workgroup of NGIP conveners from across the commonwealth. With input from the workgroup, the cross-agency state team updated the statewide metrics and organized them into four categories: workforce development, economic development, education, and partnership engagement.

After gathering input from the Committee and full Board, the state team will engage a second workgroup of NGIP conveners and business champions for a final round of input from regional and local partners. The draft statewide metrics will be updated in response to this feedback and will be presented to the Committee and full Board for approval and adoption in the fall.

Chair Sygielski facilitated a discussion to gather input on the draft statewide metrics. Committee members provided the following input:

- Align workforce development indicators in sequence;
- Separate the indicator “Jobs created/retained as a result of NGIP” to two separate indicators;
- Add a clear explanation of what the “Economic Impact” indicator means and add a unit;
- Change “Increase in leveraged resources by partners” indicator to “Increase in funding sources;”
- Change “Executive-level engagement” indicator to “Executive/c-level/decision maker engagement;”
- Redraft the explanation for the “Increased partner interaction” indicator; and
- Remove the “How will data be collected?” and “Notes” columns for presentation to the board.

Agenda Item 4: Employer Engagement Survey Development

Chair Sygielski said that PA WDB staff developed an employer engagement survey to gather information from PA WDB members on hiring practices and use of the Pennsylvania workforce development system. Once finalized, the survey will be sent to the Committee and full Board to complete.

Chair Sygielski facilitated a discussion to gather input on the draft employer engagement survey. Committee members provided the following input:

- Add an introduction paragraph, confidentiality statement, and call option for those that wish to complete over the phone instead of electronically;
- Add transportation and childcare as options for barriers to question 6;

- Add a box for other to question 7;
- Remove question 8;
- Add a box for other to question 9.a.;
- Separate question 9.c. into two separate questions; and
- Add an additional question, “Is there anything else you would like to add?” at the end.

Agenda Item 6: Next Steps

Chair Sygielski asked the Committee for input on how to improve future meeting. With no additional feedback, he thanked the Committee members for their time and adjourned the meeting at 3:56 pm.

Next meeting: TBD.

Next Generation Industry Partnerships (NGIP)

Proposed Pennsylvania Statewide Metrics

	Indicators
I. Workforce Development	A. Increase in worker recruitment and retention
	B. Increase in workers attaining an industry-relevant credential as a result of participating in education and training and NGIP
	C. Increase in total compensation as a result of participating in education and training and NGIP
II. Economic Development	A. Jobs created as a result of NGIP
	B. Positions filled with qualified candidates
	C. Jobs retained as a result of NGIP
	D. Economic Impact of jobs created and retained as a result of NGIP
III. Education	A. Increase industry and career awareness
IV. Partnership Engagement	A. Increase in funding sources to promote sustainability (cash; in-kind; federal, state, and local grants; etc.)
	B. Ensure executive/c-level/ decision maker engagement
	C. Increase in public and community partner interaction

Industry Partnerships and Employer Engagement Committee

DRAFT Employer Engagement Survey

Please complete this short CONFIDENTIAL survey to help the Pennsylvania Workforce Development Board gather information on your company’s hiring practices, challenges and how your company/organization uses the Pennsylvania workforce development system.

Your survey responses will aid in drafting policy and recommendations to improve Pennsylvania’s workforce system.

If you would prefer to complete this survey telephonically, please contact Michael Leister at 717-705-7650 or at mileister@pa.gov.

1. How do you typically recruit staff?
<input type="checkbox"/> Internal human resource dedicated staff
<input type="checkbox"/> Internal staff who are not human resource staff
<input type="checkbox"/> External human resource staff/support/consultants
<input type="checkbox"/> Other: _____

2. How do you typically onboard new employees?
<input type="checkbox"/> Internal human resource dedicated staff
<input type="checkbox"/> Internal staff who are not human resource staff
<input type="checkbox"/> External human resource staff/support/consultants
<input type="checkbox"/> Other: _____

3. Which department within your organization identifies the skills needed for a particular position?
<input type="checkbox"/> Human resource dedicated staff
<input type="checkbox"/> Business unit
<input type="checkbox"/> Other: _____

4. Where do you typically post your available positions? (select all that apply)	
<input type="checkbox"/> I do not post positions	
<input type="checkbox"/> On my website	<input type="checkbox"/> PA CareerLink®
<input type="checkbox"/> Monster	<input type="checkbox"/> LinkedIn
<input type="checkbox"/> Indeed	<input type="checkbox"/> Ladders
<input type="checkbox"/> CareerBuilder	<input type="checkbox"/> Local Newspaper
<input type="checkbox"/> Other: _____	

5. When attempting to fill positions, how often do you have difficulty finding qualified applicants?

- Always Often Sometimes Rarely Never

6. When you have had difficulty filling positions, what were the barriers? (select all that apply)

- Lack of qualified candidates
- Lack of interested candidates
- Salary is not sufficient to attract candidates
- Lack of good recruitment tools
- Candidates unable to pass the pre-employment assessment
- Candidates do not pass the drug test
- Lack of appropriate transportation
- Lack of adequate childcare services
- Other _____

7. When you have been unable to find a candidate who meets the qualifications, what have you typically done? (select all that apply)

- I have not had difficulty finding qualified applicants
- Hired a less qualified individual
- Increased recruitment efforts
- Increased salary/wage to attract more qualified candidates
- Increased workload of existing employees
- Outsourced the work
- Other _____

a. If you have not had difficulties finding qualified applicants, what do you attribute this success to?

8. How often do you use workforce system services?

- Frequently Sometimes Rarely Never

a. If you do use workforce system services, which do you use?

- PA CareerLink® (brick and mortar)
- PA CareerLink® (online)
- Business Service Teams
- Other _____

b. If you checked frequently or sometimes, how can workforce system services be improved to better serve you?

c. If you checked rarely or never, why did you choose either of these answers?

d. If you checked rarely or never, what changes would we have to make to help you access workforce system services?

9. Is there any additional information you would like to provide?