



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

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**Tom Wolf
Governor**

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Waivers

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

The Commonwealth of Pennsylvania (PA) participated in a process allowed under WIOA for states to request waivers from WIOA requirements to create flexibility in state and local service delivery, remove barriers to implementation, allow for creativity and innovation, and support continuous improvement in the workforce development system. The United States Department of Labor (USDOL) approved three waiver requests from the Commonwealth that were in effect during program year (PY) 2019.

WIOA Waiver to allow Individual Training Accounts for In-School Youth

In September 2018, USDOL approved Pennsylvania's WIOA waiver request to allow individual training accounts (ITAs) for in-school youth (ISY). This waiver allows for ITAs to be used for ISY to increase the pipeline of talent into the workforce and to address increased demand for workplace training that incorporates occupational training. This waiver was evaluated to determine its effectiveness. Key evaluation factors included understanding how the waiver was used, training expenditures and participant outcomes. All local workforce development boards (LWDBs) agreed the waiver provided flexibility to help certain ISY exhibiting multiple barriers to achieve employment success. LWDBs sparingly used this waiver to maximize ISY funds; during PY '19, eight out of ten ISY earned a post-secondary certificate. ISY shared characteristics including a career pathway that provided an on-ramp to a high priority occupation (HPO), goal obtainment, reliability and resolute in achieving success. Follow-up activity indicated that ISY that earned a post-secondary certificate are employed in their chosen field with the exception being three participants that graduated after the COVID-19 pandemic had caused the targeted occupation opportunities to be lost. All LWDBs express their support for this waiver. The Commonwealth deems the waiver effective and is currently seeking its re-approval by USDOL.

WIOA Waiver to allow WIOA Statewide Funds to Support Disaster Recovery

In December 2018, USDOL approved Pennsylvania's WIOA waiver request to allow currently allocated WIOA statewide Rapid Response funds to be used as part of the state's response to natural disasters. When a disaster or emergency occurs, there are significant time delays before federal disaster grant funds are allocated. The value of this waiver is the ability to quickly accelerate L&I's ability to respond to disasters using workforce resources such as the employment of certain WIOA eligible participants to provide disaster safety, clean-up assistance and help with disaster recovery efforts. Fortunately, an evaluation of the waiver's effectiveness is not possible due to no qualifying disasters being declared in Pennsylvania, necessitating its use during PY '19. USDOL has approved the use of this waiver for PY '20.

WIOA Waiver of the obligation of eligible training providers to collect performance data on all students in a training program.

In November 2019, USDOL approved Pennsylvania's WIOA waiver request to allow Eligible Training Providers (ETPs) not to collect and report the demographic information and performance data of non-WIOA-funded students participating in training programs listed on the state's ETP List within local workforce development areas (LWDAs) that request such relief. The Commonwealth's research indicated many ETPs no longer avail themselves to WIOA-funded students due to WIOA's requirements. This created a decrease of consumer choice in many LWDAs. The approval of the waiver was greeted with widespread

support among ETPs to re-apply to join the ETP List and offer training opportunities to PA's WIOA participants.

Effectiveness in Serving Employers Pilot

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

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

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

Evaluations

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

Pennsylvania engaged in or continued several research projects during PY '19. Each project is described below, addressing items (a) through (e), when applicable.

LEAN Evaluation of Triage Design

The Commonwealth has begun mapping customers' job center experiences to understand how to streamline processes and simplify their path to training and/or employment, how to accurately collect barrier information, and, how to digitize the intake/triage processes. L&I has gathered intake/triage forms from LWDBs across the state, analyzed barrier information that is captured on Individual Employment Plans (IEPs) and EEO1 screens, as well as conducted interviews with field staff. Ultimately, L&I envisions developing a digital intake form to immediately assess individuals that are seeking services in order to quickly remediate barriers and move them into training or employment.

Human Centric Design

The Department engaged the PA Workforce Development Association and L&I's vendor, AndCulture, to conduct an evaluation of customers' experiences and collect best practices from around the state. Initial

planning meetings were held just before the pandemic hit. L&I will pick up this project at some point in 2021 to include best virtual practices.

Mobile Concepts

Shortly after the implementation of WIOA, several LWDA's sought to make PA CareerLink® services more accessible, especially in rural areas where transportation to the established "brick and mortar" sites is unavailable. The Northwest LWDA was the first to pilot mobile service delivery. It posited that by implementing a mobile service delivery strategy, it could rely less on static sites and by doing so, save money allocated to building costs and put it back into service delivery. The LWDB also expected to serve more participants, leading to better performance.

To determine the effectiveness of this service strategy, L&I's Bureau of Workforce Development Administration contracted with Jobs for the Future (JFF) to conduct an independent evaluation of the Northwest LWDA's service delivery system, including evaluating the difference in performance between its current mobile service delivery strategy versus its pre-mobile service performance. This evaluation is meant to determine both the successes and challenges Northwest has encountered being the first to attempt the mobile service concept in the hope to share promising practices with the Commonwealth's other LWDA's.

The JFF evaluation is also meant to analyze the effectiveness of the mobile service delivery strategy when it's implemented in a more intentional, long-term way, taking into account the natural ebbs and flows of participant and employer needs. This is important because the COVID-19 pandemic forced LWDA's to implement remote service delivery in a quick, less intentional way at a time when the need for services has been high and immediate which, if evaluated, may not show the reality of a longer-term shift in strategy.

The results of the Northwest LWDA evaluation and any related evaluations are expected to be completed during PY 2020; and will be used to provide guidance and implement technical assistance and continuous improvement strategies to all LWDA's, ensuring that all PA CareerLink® system customers are effectively and efficiently served.

CWDS Technology and Visioning

The Commonwealth has completed a re-design of PA CareerLink®, the public face of CWDS, after 18 months of research which included end user focus groups, surveys, and extensive partner collaboration.

The redesigned PA CareerLink® website focuses on accessibility and features an enhanced candidate sourcing and application process, which will simplify the hiring process for jobseekers and employers alike. It also makes other key resources more easily accessible, including links to the search pages for trainings, apprenticeships, and internships, as well as adult education resources, the Employment, Advancement and Retention Network (EARN), and benefits through PA Compass.

L&I's Bureau of Workforce Partnership and Operations (BWPO) has conducted a Services Virtualization Assessment with LWDB's to understand the challenges they face during the pandemic. Three focus groups were held to understand and memorialize the tools and methods LWDB's and field staff used to provide services while physical locations were closed. The assessment report will enable the Department to move forward with technological and programmatic enhancements that will facilitate the virtual delivery of most services, when warranted.

Pre-Apprenticeships

As reported in last year's annual report, the Pennsylvania Apprenticeship & Training Office (ATO) utilized

the lessons learned in the 2019 study it commissioned, on the current state of pre-apprenticeships in Pennsylvania, to further develop pre-apprenticeship pipelines. This study was based on interviews with currently operating pre-apprenticeship programs and a survey of Pennsylvania's 22 LWDBs regarding their work related to pre-apprenticeship activities. Building on this effort, a third-party vendor has been engaged to develop a follow-up report (*in progress*) on the expansion of registered apprenticeship and pre-apprenticeship programs in Pennsylvania.

For the PY '19, ATO approved 16 new pre-apprenticeship programs; 10 of which are high school and career & technology centers (CTCs). The program with the most potential is Junior Achievement of Western PA, which covers 130 school districts, 265 high schools and 65,000 students. The 16 approved pre-apprenticeship programs encompass 29 occupations with the majority of the occupations in Advanced Manufacturing Trades, followed by Construction Trades, Early Childhood Education, and Soft Skills.

For the reporting period, enrollment in pre-apprenticeships programs was conservatively reported at 854 pre-apprentices, approximately 250 of which are participating in an Electrician pre-apprenticeship program registered by Junior Achievement of South Central PA in July 2019.

ATO continues to improve its performance measurements; and is working with L&I's Center for Workforce Information & Analysis (CWIA) to develop a reporting tool aligning with federal apprenticeship grant reporting requirements, and engaging grant holders to consistently capture and report their performance.

Career Pathways

During 2019, the PA Workforce Development Board (PA WDB) continued its research study and inventory of career pathways, including promising practices, across Pennsylvania. This research is being informed by interviews with PA WDB committee members, representatives from the PA Governor's Office, national experts, as well as the 22 LWDBs. These interviews include a focus on how each LWDB defines career pathways, how pre-apprenticeship and apprenticeship programs are incorporated into career pathways, as well as higher education's engagement with career pathways, etc. The final report outlining the results of the study will be completed and distributed during PY 2020.

Reentry

The PA WDB's Reentry Committee directed a comprehensive inventory of reentry services across Pennsylvania to identify strategies to support returning citizens reentering the workforce, address barriers to employment, and engage employers around hiring returning citizens.

While there have been many great reentry programs, there has not been a resource cataloging them. This inventory provides an overview of reentry services across the state with a focus on best practices, provided services, and service gaps:

- The Philadelphia LWDA was identified as having a robust and engaged group of stakeholders that provide direct services to returning citizens.
- The Lancaster County LWDA was acknowledged for their innovative reentry programs that reflect collaborative efforts of multiple programs and recognized statewide for their effectiveness.
- Allegheny Intermediate Unit's inside and outside of the jail programs was identified for their innovation and partnerships.
- The South Central LWDA was highlighted as having promising practices which includes working with county assistance offices in the region to assist individuals to address barriers and formulate a plan before they are released, working with reentry coalitions and in collaboration with community

partners to address barriers, assisting with job readiness/training, and coordinating housing to help families get back on their feet, including assistance with basic needs, mental health, and other resources.

Overlaps were noted in some activities, including supportive services (e.g. housing, transportation, mental health), employment assistance, workforce training and job readiness, mentoring, and educational services. Some respondents indicated that they considered this to be problematic. The overwhelming majority of organizations interviewed reported coordinating and/or collaborating with other organizations and agencies such as the PA CareerLink®, Probation and Parole offices, and criminal justice organizations to provide supportive services.

Approach to Customer Satisfaction

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

Customer Satisfaction Surveys

The Department of Labor & Industry (L&I) placed a two-question survey on PA CareerLink® from May 15, 2020 through August 15, 2020 to gauge user satisfaction with the website. The questions were as follows:

1. Are you satisfied with your customer experience today?
2. Do you have any additional comments for us?

The results for individuals that were logged into the system are [here](#).

Results for individuals that were not logged into the system can be found [here](#).

Staff Service Training

L&I continues to empower and support workforce development staff by providing training and resources to assist them in effectively serving colleagues, jobseekers, and employer customers. Here is a summary of trainings provided and resources created for staff this past performance year:

- **Foundations of Workforce Development:** Five PA CareerLink® 101 classes were held in Harrisburg for 89 new staff members from multiple LWDAs. This 2-day class is designed to increase attendees' knowledge of workforce development in Pennsylvania (i.e., legislation, programs, and goals) and to sharpen skills for providing high-quality service to customers and colleagues.
- **Scam Prevention:** A mandatory Scam Prevention training was provided to all PA CareerLink® staff and partners. This training was provided as a recorded webinar with a knowledge check and answer key allowing supervisors to review responses with their staff. The training highlighted how to recognize potential red flags when reviewing new employer profiles, employer contacts, and job postings.
- **Unemployment Compensation (UC) Assistance:** To facilitate staff assistance in providing services for UC customers in PA CareerLink® offices, a new guide was created. The Assisting UC Customers in

a PA CareerLink® desk guide provides guidance for BWPO staff who are temporarily working on UC tasks to help with the overflow due to the pandemic. It also provides guidance for front desk staff on how to assist and direct UC customers who contact PA CareerLink® seeking assistance. In addition to the guide, 50 staff members participated in a session that provided guidance on assisting UC customers during the PA CareerLink® reopening phase. Finally, 34 BWPO staff working on UC tasks received a training refresher on UC processes.

- **CWDS Help Center:** The CWDS Help Center was reviewed to identify and remove outdated resources. Ten new CWDS employer-related screenshot guides were created and added to the Help Center. The screenshot guides cover the following topics: creating, copying, and editing employer events; creating employer profiles; entering employer services; entering employer staff notes and follow-ups; conducting job matches; creating and copying job postings; searching for job postings; viewing employers list and assigning employers; and reviewing pending employer contacts, profiles, and job postings.
- **Quarterly Update for Workforce Development Staff in PA:** Workforce staff across PA now receive a quarterly communication that provides information on resources, upcoming training opportunities, and recorded webinars available. Some of the topics that have been covered so far include: GCFLearnFree learning resources; training opportunities available through L&I's Bureau of Worker's Compensation Health and Safety Division; CWDS Help Center resources; CWDS Training Site information; WorkforceGPS resources; LinkedIn learning opportunities; and, webinars available through USA Jobs.
- **Webinar and Desk Guide Training Resources:** To assist BWPO central office staff and empower them with the knowledge and skills needed to create training resources for their programs and services, pre-recorded training courses were developed addressing creating webinar content and delivering a webinar through WebEx. Additionally, a desk guide was created for central office staff to assist them with creating a desk guide for field staff.
- **BWPO Employee Resource Guide:** To assist BWPO staff in better understanding the purpose and function of the bureau, the BWPO Employee Resource Guide was created. This guide provides an overview of the bureau, specific information about what each division within the bureau does, and bureau-specific resources available to staff – including the BWPO Training Library.
- **Workplace Violence Prevention:** Two Workplace Violence Prevention trainings were held for 41 staff members in the Northeast region of the state. This training provides staff with the tools and knowledge to developing or enhancing violence prevention policies/programs in their local PA CareerLink® office. Topics include the categories of workplace violence; appropriate actions for addressing and defusing potentially dangerous situations; recognition and assessment of the credibility of threatening behaviors; a process for gaining an individual's compliance; and an action plan for a specific location.

Upcoming training goals include:

- Converting CareerLink® 101 to be provided virtually to staff.
- Creating and providing the following new training offerings: (1) Foundational training for staff who work with the Trade Adjustment Assistance (TAA) program; (2) Foundational training for all staff on CWDS services; (3) Additional screenshot guides for CWDS processes with accompanying recorded webinars; and, (4) Resume writing and interviewing skills training.

- Updating and providing past training offerings on business services, case management, customer service, interview skills, Labor Market Information, and O*NET.

Combined State Plan Progress

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

Pennsylvania's new WIOA Combined State Plan took effect on July 1, 2020. Much of PY '19 was spent developing the new plan through interagency collaboration, stakeholder engagement including five regional listening sessions across the state, as well as consultation with the PA Governor's Office. Included in the plan are five broad goals for workforce development in Pennsylvania:

- 1. Career Pathways and Apprenticeship**
- 2. Sector Strategies and Employer Engagement**
- 3. Youth**
- 4. Continuous Improvement of the Workforce Development System**
- 5. Strengthening the One-Stop Delivery System**

Pennsylvania committed, in that plan, to continue engagement with several working groups to support implementation of this plan. The PA WDB has standing committees for each of the broad goals outlined above. Additionally, the PA WDB has been convening monthly interagency workgroup and subgroup meetings for each of the broad goals.

During PY '19, initial progress was made on the several of the following subgoals:

Goal 2.1: The Commonwealth will promote Next Generation Industry Partnerships (Next Gen IPs) funded through Industry Partnership grants, with a focus on business-identified priorities. Pennsylvania has continued to support Industry Partnerships across the state. Many of these partnerships have been instrumental in helping employers to navigate the COVID-19 pandemic crisis. Whether supporting manufacturers in transitioning to personal protective equipment (PPE) production, or helping employers navigate complex human resources (HR) situations, these partnerships provided an opportunity for employers to collaborate during challenging times.

Goal 3.1: The Commonwealth will identify and promote evidence-based models and effective practices for engaging opportunity youth.

Goal 4.3: Ensure program planning and policy development are demand- and data-driven, built on sound socio-economic and labor market information, recognize trends related to programmatic data and outcomes, and prioritize evidence-based models. The Commonwealth will also use program evaluation as a tool to evaluate the effectiveness of workforce development programs, initiatives, and strategies.

On May 5, 2020, the PA WDB adopted definitions of evidence to be used for program evaluation. They are continuum-based and range from pre-preliminary evidence to strong evidence. This is the first step in addressing goal 3.1 and 4.3, with work continuing throughout the course of the state plan.

Goal 5.1: The Commonwealth will prioritize increasing online resources, utilizing shared space models, and enhance coordination across programs and services. The priority of online resource development was

enhanced throughout the COVID-19 crisis. Several features of service delivery were transitioned to online, including, but not limited to, many aspects of Rapid Response services (RRS), career exploration tools, and career coaching.

Goal 5.3: The Commonwealth will increase training to all front-line staff on all available program offerings to allow for informed internal and external referrals to additional services and facilitate serving the holistic needs of the customer. WIOA title II partners developed a co-enrollment training module that will be shared with all partners. A presentation on this module was made during the first quarterly PA WDB meeting of PY '20.

Sector Strategies and Career Pathways

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

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

Next Generation Industry Partnerships

Across the state, there is a shared communal vision for economic vitality, global competitiveness and expanding opportunity. Next Gen IPs are a vehicle to bring collaboration between education, workforce, economic development and answer the call of being responsive to the needs of business and industry - now, more than ever. Pennsylvania has a long history of successfully supporting Next Gen IPs that bring together business leaders from the same sector to tackle shared economic and workforce development needs. Pennsylvania has been nationally recognized for its success in achieving outcomes for employers as well as workers. The PA WDB, L&I, the PA Department of Community and Economic Development (DCED), the PA Department of Education (PDE) and the Team Pennsylvania Foundation have all come together to support industry partnerships around the state. This interagency team developed Next Gen IP Statewide Metrics, which are being used to create measurable outcomes and ensure quality programs and strategies across the state. These metrics will help inform future industry partnerships and sector strategies.

In addition to these metrics, the Commonwealth collected information from Next Gen IP Conveners. In PY '19, the partnerships have trained more than 2,141 individuals across several organizations and industries to include Manufacturing, Healthcare, Energy, Hospitality and Entertainment, Logistics and Transportation and Technology. According to feedback solicited directly from the businesses leading industry partnerships, the following highlights have been the most common outcomes of partnership participation for business member and their organizations: (1) Business-to-Business (B2B) platforms created across same industries, going beyond geopolitical lines; (2) career awareness programs directly with education partners; (3) building gender equity; (4) onboarding millennials; (5) The Expungement Project; (6) cybersecurity-protecting your business; and (7) Next Gen Managers.

Additionally, the Commonwealth has deployed specialized training for Next Gen IP Conveners, Core Groups and Support Teams. Trainings include:

- Community of Practice calls (facilitated by state team) - monthly peer networking calls designed for practitioners to share experiences with peers across the state, ask questions of one another, and exchange ideas and strategies for successfully launching and sustaining partnerships.
- Specialized support, including facilitation training, coaching and sustainability measures
- Professional development

PAsmart - Education

Governor Tom Wolf secured \$30M in state funding for the PAsmart workforce development and education initiative in 2018-19. The PA WDB provided recommendations and approved the framework for the funding priorities.

Four types of grants used different strategies to support workforce development:

1. In January 2019, PDE awarded \$8.7M in PAsmart Targeted Grants of \$35K each to 249 school districts, charter schools, CTCs, and intermediate units across Pennsylvania.
2. In February 2019, PDE awarded 24 PAsmart Advancing Grants of up to \$500K each. Advancing Grants supported community partnerships (an “ecosystem approach”) to leverage resources to expand STEM and CS education for students, especially underserved populations.
3. L&I awarded approximately \$7M in PAsmart Apprenticeship Grants in 2019 to build a diverse talent pipeline into the building and construction trades; expand registered apprenticeships and pre-apprenticeship in non-traditional industries with an emphasis on healthcare, manufacturing, and information technology; and to support registered apprenticeships and pre-apprenticeship through ambassador networks.
4. L&I awarded approximately \$3M in Next Gen IP grants in 2019 to support the development, coordination, and implementation of partnerships statewide, with the goal of implementing and sustaining business-driven priorities.

PAsmart funding has also aided in creating and sustaining the state’s ten STEM Ecosystems which support career pathways linked to STEM careers. These regional Ecosystems exist within a broader state and national movement to leverage the power of collective impact and learning by doing.

Work-Based Learning

Goal 1.4 of the state plan relates to promoting and supporting the creation of pre-apprenticeship and registered apprenticeship programs, particularly in non-traditional occupations and for non-traditional populations, as a career pathways strategy. To promote this goal, ATO provides services to businesses, employers, training providers, and other community-based organizations to help establish and maintain all registered apprenticeship and pre-apprenticeship programs statewide. ATO provides technical assistance through each step of the process.

During PY ‘19, ATO was supporting 848 active apprenticeship programs and 17,891 active apprentices. The ATO also facilitated the registration of 34 new apprenticeship programs. More than half of these programs were in the manufacturing sector. Healthcare and information technology sectors also have a growing interest in adopting apprenticeship programs.

Additional key initiatives that support apprenticeships in Pennsylvania included the Governor’s PAsmart apprenticeship awards. These awards stressed diversity and serving underserved communities in three grant opportunity categories: (1) Registered Apprenticeship Ambassador Network; (2) Building a Diverse Pipeline into the Construction and Building Trades; and (3) Building a Diverse Talent Pipeline and Expanding Non-Traditional programs. In addition, the ATO held its 2nd Annual Registered Apprenticeship Summit, which was attended by 600+ employers, workforce professionals, and training providers from across the commonwealth, 9 states and 2 countries.

Looking forward, ATO is implementing a month-long (in November 2020) Digital Marketing Media Campaign designed to communicate the benefit of apprenticeships (and pre-apprenticeships) to high-school students, parents/guardians and school teachers and administrators; encouraging them to inquire

about specific apprenticeship opportunities in Pennsylvania and to build upon the program's success.

Career Pathways Research and Survey

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

PA BizWorks

The PA Bizworks concept was presented to and accepted by the Governor's Keystone Economic Development and Workforce Command Center in early 2020. The command center took ownership of the BizWorks concept. With the pandemic, the operation of the command center has been halted, but this concept could be revitalized at a later date. The discussions held through this group have led to higher levels of coordination and discussion between L&I, DCED, and the PA Department of Human Services (DHS). This is especially true when working to identify businesses that are potentially suffering a downturn and could use some layoff aversion help. These discussions are on-going and will look to lead the next generation of strategic outreach and hopefully prevent layoffs by helping businesses stay open.

Small State Allotment

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

Pennsylvania did not receive a small state minimum allotment exception.

Performance Accountability System

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

Not applicable.

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

Not applicable.

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

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

Negotiated performance levels for local areas for titles I and III core programs for program years 2019-2020.

Negotiated performance levels are outlined within Appendix A, which covers both PY 2019 and PY 2020.

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

For Data Validation purposes, the Commonwealth has broken the local areas into three groups of seven to nine LWDA's. It is the intention of the state to validate local areas on a 3-year cycle, only Philadelphia and Pittsburgh/Allegheny County will be validated on a yearly basis. As was done with WIA validation, once the annual report is submitted by October 1st, CWIA will use a statistical model to randomly select participants whose data were included in the Participant Individual Record Layout (PIRL) file provided for the annual performance report. Staff from BWPO's Quality Assurance division will validate the worksheets against the source documentation in the participant's electronic and paper files to ensure compliance with federal and state guidance. Local areas must have an error rate of less than 10%. Error rates of greater than 10% will need to be addressed by the LWDA and an action plan will need to be submitted to Quality Assurance within 45 days. Technical assistance will be provided to the LWDA within 90 days. Currently, data validation documents and procedures are being updated to include new data elements that must be validated per TEGL No. 23-19.

In January through March 2020, Year 1 local areas were validated. Due to COVID-19 office closings, the review of the one remaining LWDA was not completed; but will be done once staff return to the office.

Activities Provided with the Governor's Reserved Funds

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

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

Some of the initiatives and programs funded through the governor's reserve include: (1) Commonwealth Workforce Development System*; (2) Teacher in the Workplace (TIW); (3) Business Education Partnerships (BEPs); (4) State/Local Internship Program (SLIP); and (5) Youth Reentry.

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

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

Rapid Response Activities and Layoff Aversion

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

Pennsylvania served 326 Worker Adjustment and Retraining Notifications (WARNs) during PY '19. These WARNs covered 49,585 individual workers. 326 of these WARNs were filed since the COVID-19 pandemic began in March. The COVID-19 WARNs covered 49,585 individuals.

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

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

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

The Commonwealth has continued with enhancements to CWDS to capture Rapid Response and Trade activities. This has resulted in improved performance measures and outcomes. Pennsylvania has also developed a Rapid Response Dislocation dashboard. This dashboard allows PA CareerLink® partners to easily see more layoff and industry trends, coordinate layoff aversion strategies and investments, and identify areas for collaboration during case management.

Pennsylvania has evolved the Trade Act central office team to a more mobile unit, that is responsible for TAA training approvals and waivers. L&I has located Trade staff regionally within PA CareerLink® offices to provide them more opportunities to work directly with field staff. Co-location has created more peer-to-peer training opportunities, increased staff capacity to assist with high Trade volume, and encouraged co-enrollment opportunities for dislocated workers.

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

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

After receiving a WARN, or other public notice, the Rapid Response team initiates a fact-finding meeting with the affected company to assess the situation and determine an appropriate response to the

closing/layoff. Company representatives, labor unions, and state/local agencies are invited and encouraged to participate. When warranted, the company is referred to the Strategic Early Warning Network (SEWN), and/or the Governor's Action Team for consultation and turn-around services. The company may also be referred to Pennsylvania's Shared-Work program as a viable alternative to employee layoffs.

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

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

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

PA Rapid Response offers the first step in connecting workers to the workforce development system by: (1) providing an established statewide network of services, resources, and partnerships that lets workers know they do not have to face the challenges alone; (2) creating an avenue for layoff aversion, keeping workers in their present or new jobs, possibly avoiding a dislocation event, and/or a UC claim; (3) providing well-regarded business solutions and ongoing collaborations through economic ups and downs; (4) connecting workers to benefits; (5) providing a critical next step in an individual's career and life; and (6) Reducing the impact on the Unemployment Insurance (UI) Trust Fund. Over the past five years, Rapid Response services, in partnership with the SEWN program, saved the Commonwealth's UI Trust Fund over \$45.7M in claims.

To organize a broad-based response to dislocation events, Rapid Response forms a core team that includes local agencies and organizations. As the lead agency for career-related services such as re-employment and training, the PA CareerLink® offices are core members of the Rapid Response team. Each PA CareerLink® site is encouraged to designate a primary and alternate staff person to act as a spokesperson for all career services at Rapid Response events.

In addition to representing the PA CareerLink® site, designated staff are actively involved in the entire Rapid Response process, including sharing information on possible layoff events, potentially attending fact-finding meetings with employer and/or union representatives, and providing information on the services available through PA CareerLink® and workforce development systems.

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

In LWDAs with a "mobile concept" to supplement or supplant brick and mortar locations, the PA CareerLink® staff provide information on how impacted workers can receive mobile services.

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

Since the COVID-19 pandemic has disrupted onsite services, all these types of events are happening in a virtual environment through Skype, Zoom, Microsoft Teams, or other online service. This has also presented challenges with participants and getting many to engage in a virtual meeting.

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

Rapid Response serves as a gateway for employers, unions, and workers to access Trade benefits and information. The Trade Act provides DWs, who have been adversely affected by a company downsizing/closing as a result of foreign imports, with additional reemployment benefits. To increase outreach, Pennsylvania has joined the states of Oregon, Virginia, New Jersey, Connecticut, and Alaska to pilot new initiatives within the Trade Act program. Pennsylvania is working to increase opportunities for Trade-affected workers to access benefits, receive individualized re-employment services while in training, and have access to intensive job search assistance once a training program is completed. To accomplish this, L&I's Workforce Development Deputate is working with the Governor's Office to increase complement that will allow additional services to be provided to customers. The additional staff will help with: (1) increasing case management/coaching for customers throughout the Trade process; (2) filing Trade petitions on behalf of the employees/union/employer/state agency; (3) staff will be able to perform preliminary research on why a dislocation/closure occurred and facilitate the possible linkage with foreign imports; (4) expanding collaboration with training providers to ensure that Trade customers are successfully completing the training programs; (5) increasing the level of collaboration with ATO to link Trade customers with apprenticeship opportunities in the LWDA; and (6) building stronger partnerships with the local PA CareerLink® Business Services Teams (BSTs) to "market" Trade customers to employers that need skilled workers.

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

Rapid Response activities are triggered when L&I learns of a planned closure or layoff, either by receiving a notice as required under the WARN Act, through the media, or by information provided by community and business leaders. Services may also be offered when Pennsylvania experiences mass job dislocation as the result of a natural disaster. RRS are coordinated between LWDB staff and BSTs to identify employers that may need layoff aversion activities. Additional layoff aversion activities, specifically for the manufacturing sector, are provided by the Steel Valley Authority. There is no charge to the employer or employee for these

services, and they are provided regardless of the reason for the layoff or closing; however, employer participation is vital to the services' success.

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

Rapid Response Services help dislocated workers turn the challenge of a layoff into an opportunity by providing information about, and access to, the following services: (1) unemployment compensation; (2) career counseling resume preparation and job-search assistance; (3) education and training opportunities, including TAA; (4) locally available supportive services; (5) referrals and information about English as a second language or Limited English Proficiency classes; (6) referrals and information about Adult Basic Education and GED classes; (7) referrals and information about services available through the Office of Vocational Rehabilitation (OVR); (8) DW transition teams; (9) surviving a layoff, resume preparation, and interviewing skills workshops; (10) information about the local labor market; (11) information about retirement plan benefits, Social Security and health insurance options; and (12) services exclusively for veterans and adults with disabilities.

When employers contact RRS, they can expect: (1) a quick response to transition planning needs; (2) confidentiality concerning business decisions; (3) help throughout their entire business cycle; (4) assistance with understanding government regulations; (5) information about alternatives that may reduce or avoid layoffs; (6) for small- to medium-sized businesses, referral to agencies that can help in re-structuring to avoid layoffs or closing the business; and (7) higher productivity and worker morale and lower absenteeism during the layoff event due to reduced stress.

Lastly, community involvement forms the basis for some of the most dynamic and effective transition services available. The benefits of RRS to the community include: (1) working with elected officials at the state and local levels; (2) helping to save the local tax base by keeping workers employed; (3) lessening adverse economic effects on other businesses within the community; (4) responding to job and business loss when a natural disaster occurs; (5) coordinating available resources by tapping into the community's service providers; (6) reducing emotional and financial stress on the community by offering workshops for unemployed workers, and local affected supply-chain or vendor companies; and (7) coordinating support groups and transition teams for unemployed workers.

Rapid Response Services staff will maintain a comprehensive set of partnerships to provide customers the services, resources, and benefits they are eligible for and need. To complement the current network of partnerships, RRS will continue outreach efforts to other entities such as local chapters of the Society for Human Resource Management, manufacturing associations, state and local economic development entities, chambers of commerce, Next Gen IPs and sector-based associations and business groups. Central labor councils and area labor federations are increasing awareness of RRS as a business-cycle service linking workforce and economic development.

Wagner-Peyser Activities

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

During PY '19, BWPO partnered with local workforce boards to continue the expansion of workforce services under Wagner- Peyser (Employment Services) and WIOA that go beyond the traditional brick and mortar. To lay a solid foundation on this concept, the Southern Alleghenies LWDB and Wagner-Peyser staff (from BWPO), partnered with the public library system under PDE to enhance services provided in their communities. This collaboration has led to the opening of two PA CareerLink® comprehensive sites co-located in public libraries in Cambria and Blair Counties. These two co-located sites saw an increase of 30% in foot-traffic (pre-pandemic) in job seekers looking for re-employment services (an average of 1,000 customer per month for both sites). Customers were able to utilize library and PA CareerLink® resources to seek training and job placement services. The two sites also partnered with Free Legal Clinics to help jobseekers with expungements as well as a restaurant-pager concept to utilize the UC Courtesy Phones. The co-location of PA CareerLink® with public libraries has been labeled as a promising practice by USDOL, since Pennsylvania is the first state to accomplish this feat.

Virtual Services during the Pandemic: While the workforce system in Pennsylvania was moving into virtual re-employment services before the pandemic, the current crisis has thrust the Commonwealth into a period of rapid expansion of virtual services. Employment Services under Wagner-Peyser and WIOA are currently provided in a virtual capacity at all 60 PA CareerLink® comprehensive sites using platforms such as Zoom, Skype, Microsoft Teams, and WebEx. Customers can meet with a case manager one-on-one and continue to receive services such as resume assistance, interviewing tips, assistance with job applications, training opportunities, and labor market information. Many PA CareerLink® sites are now offering “curb-side” services whereby customers can stay in their vehicles and engage with PA CareerLink® staff from the parking lots.

Employer services are also expanding virtually with PA CareerLink® providing virtual job fairs, live chat with employers and potential job seekers via virtual meeting rooms, and the opportunity for video “advertising” for employers with an immediate need of workers. For PY '20, BWPO will continue to provide technical assistance to PA CareerLink® and workforce practitioners on the continued expansion of virtual services and tracking performance/data to measure outcomes.

National Dislocated Worker Grants

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

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

Opioid Grant - Grant Period: July 1, 2018 through June 30, 2021

L&I, in partnership with four targeted LWDBs, having some of the highest rates of related opioid and

economic concerns, received a \$4,997,287 NHE Dislocated Worker Demonstration Grant to Address the Opioid Crisis. This grant is being utilized to provide career, training and supportive services in Pennsylvania communities impacted by the health and economic effects of widespread opioid use, addiction, and overdose. PA CareerLink® resources are being leveraged to support and help Pennsylvanians affected by this crisis, working with co-located state and local partners. Service strategies of the grant consist of three overarching initiatives among the four LWDBs: 1) Integrate treatment and employment services; 2) Expand related medical and treatment services; and 3) Educate and engage employers. Over 1,950 individuals directly and indirectly affected by the opioid crisis, have been provided services funded by the grant.

Trade Economic Transition Grant - Grant Period: October 1, 2018 through September 30, 2021

L&I awarded 10 TET grants to 10 LWDBs across Pennsylvania to train dislocated workers in HPOs and provide comprehensive supportive services, so that the participants are able to take the next steps toward a sustainable career. This grant is for the amount of \$8M and is currently serving more than 375 participants, allowing them to develop new work-related skills that will benefit them as they continue training for a new career. The focus of this grant is to help increase the skill level of entry-level dislocated workers to become competitive for growing high-demand employment opportunities. This grant is open to all dislocated workers across the state. Grant recipients have extended this grant opportunity to neighboring counties to allow for more PA residents to take advantage of this grant. The COVID-19 pandemic has caused unprecedented business closures, creating record-high levels of unemployment. This grant has seen a drastic increase in participants over the past six months, which has been directly related to the pandemic. USDOL has approved an end-date extension request until September 30, 2021.

COVID-19 Disaster NDWG - Grant Period: May 27, 2020 through June 30, 2022

L&I submitted a proposal to USDOL for a federal National Dislocated Worker Disaster Recovery Grant to aid in the recovery of the state's workforce due to the COVID-19 Public Health Emergency and received an award of \$6,993,000. Pennsylvania is doing the following as a result of this grant:

COVID-19 Social Distancing Strategies and Modify Service Delivery at PA CareerLink® sites. This project allows dislocated workers impacted by the COVID-19 shutdown to secure immediate employment as customer service/intake representatives or security guards, while taking advantage of the services the facilities provide so they may transition into a permanent employment position. It also provides the center's much needed additional supports as programs and initiatives are modified to address the changing needs of citizens until teams can be re-oriented back on-site during this fluid situation.

Build a Contact Tracing and Public Health Workforce Through a Partnership with the PA Department of Health. This strategy refers dislocated workers impacted by the COVID-19 shutdown to an established employer of record to become employed as Contact Tracers. These employees learn new skills, earn a living wage, and provide a much-needed service as PA, and the world, attempts to flatten the curve and halt the pandemic.

As originally envisioned, early feedback indicates that individuals are taking advantage of these opportunities. Many are front-line and/or hospitality and service workers, eager to put their exceptional interpersonal skills to good use and become part of the solution.

Technical Assistance Needs

Any technical assistance needs of the state workforce system.

Not at this time.

Promising Practices, Lessons Learned, and Success Stories

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

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

Credential Attainment Cohort

In late 2019, Pennsylvania was selected by USDOL as one of nine state teams to join an 8-month Credential Attainment Cohort opportunity to explore different methods for determining which degrees, certificates, certifications, and licenses qualify as credentials under WIOA, address common and state-specific challenges related to the WIOA performance indicator, and contribute to the development of system-wide Capstone and Decision-Tree Tool resources to assist other states confronting similar credential attainment challenges.

Pennsylvania's team is comprised of representatives from the PA WDB and the PA Departments of Education and L&I, including OVR. Participation in this cohort also aligned with one of Governor Wolf's continuing priorities related to reaching specific workforce development goals around credential attainment and expanding pre-apprenticeship and registered apprenticeship opportunities. As a final part of the cohort framework, states were also charged with developing credential attainment action plans to execute as an on-going implementation process at the state level.

Serving Employers and Individuals with Disabilities

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

OVR's mission is to assist Pennsylvanians with disabilities to secure and maintain employment and independence. In PY '19, OVR worked with over 62,434 individuals and 5,239 employers, assisting over 6,955 people with disabilities in finding competitive, integrated employment. OVR's Business Service staff are available to meet with an employer to listen and explore their organization's unique culture, learn about the services or products they produce, their employee skill needs, and how the leadership of that company or organization envisions their future workforce succession planning. This approach increases opportunities for OVR to promote the inclusion of individuals with disabilities' talent throughout all levels of an organization. Where possible, OVR will coordinate business outreach with LWDBs, PA CareerLink® sites, economic development partners, community rehabilitation agencies, DHS' Office of Developmental Programs, Office of Mental Health and Substance Abuse Services, Office of Long-Term Living, and other multi-employer workforce partners.

Since 2017, OVR has engaged in a successful initiative with DHS' Bureau of Juvenile Justice Services (BJJS), to assist a population that has significant barriers to employment. A Memorandum of Understanding (MOU) has been developed between OVR and BJJS. The MOU was established to provide pre-employment

transition services to adjudicated students and youth placed in Pennsylvania Academic & Career/Technical Training (PACTT) affiliate locations. The MOU was amended in July 2019 to also include dependent students and youth. OVR has collaborated with the PACTT affiliates to provide the five required pre-employment transition services to this vulnerable population to expose them to as many employment and post-secondary options as possible. OVR has provided group and individual services to these affiliates through pre-employment transition services provider agreements with the PACTT affiliate, OVR staff, or an outside provider. OVR has also collaborated with local community colleges to provide post-secondary educational opportunities to residential, community-based, and 20 secure facilities throughout the state.

OVR once again partnered with the PA Office of Administration's (OA's) HR staff to develop a paid summer internship for college students. During the summer of 2019, OVR recruited and sponsored 23 college students for a 10-week paid summer internship program. With assistance from OA, the students were placed into agencies and positions that closely aligned with their college major and career interest. Each intern earned \$13.56 per hour, or approximately \$5K over the summer. In addition to working on various assignments and projects, the students participated in weekly group meetings that included guest speakers, informative sessions, and other activities designed to improve students' employability. The paid internship project was cancelled in 2020 due to COVID-19 mitigation measures in effect with all Commonwealth agencies intended to protect the health and safety of the state workforce. OVR anticipates that as COVID-19 conditions improve, the program will resume for summer of 2021 and potentially expand to additional locations within state agencies in Pittsburgh and Philadelphia, to compliment the core program initiated in the Harrisburg capitol region.

OVR continues to actively participate in National Disability Employment Awareness Month (NDEAM) activities. Observed each October, NDEAM is a nationwide campaign that raises awareness about disability employment issues and celebrates the many and varied contributions of American workers with disabilities. OVR District Offices have coordinated and participated in several NDEAM events with employers and jobseekers involving job fairs, Employment Expo's, Career and Transition Fairs, as well as providing specialty presentations to stakeholders to increase competitive integrated employment opportunities for individuals with disabilities. In the fall of 2020 and in 2021 OVR business services staff are coordinating a virtual job fair and information sessions for job seeking customers, businesses, and employers. A virtual format is a progressive response to COVID-19 mitigation measures and an emerging best practice in talent acquisition events.

In addition, the Commonwealth Technical Institute (CTI), within OVR's Hiram G. Andrews Center (HGAC), helps to prepare Pennsylvania's future workforce for high paying occupations through innovative initiatives. During PY '19, CTI and the HGAC employees developed community partnerships and workforce development programs to train individuals who are displaced, unemployed or underemployed, ensured that students had uninterrupted education and support during COVID-19 pandemic via online learning and virtual services, and continued to provide pre-employment transition services in the community and assistive technology services across the state.

Adult Basic Education

WIOA titles I and III staff and other workforce development partners continue to work with WIOA title II providers to support the needs of individuals who are basic skills deficient and English language learners, as needed at the local level. Title I and III staff visit adult basic education programs to explain the services available through the PA CareerLink® system and provide help with resume writing and job search activities. Other examples of collaboration include the co-enrollment of youth in WIOA title I Youth and title II Adult Basic Education services, and the use of local workforce dollars to support the training costs of integrated

education and training activities provided by title II providers.

Teacher in the Workplace

The Teacher in the Workplace initiative connects educators with local business leaders and employers, bridging the gap between classroom and industry. Through this program, classroom educators, counselors, and administrators learn more about industry trends, needs, and opportunities. L&I, in partnership with PDE, awarded 59 TIW grants to 18 LWDBs across Pennsylvania. The goal of the TIW grant is three-pronged: (1) to increase career and work-based learning experiences for learners to prepare them for postsecondary success; (2) to meet the workforce needs of employers in the state; and (3) to build sustainable business partnerships for continual systemic alignment.

The 2019 awards totaled more than \$2.6M. The LWDBs partnered with school districts, chambers of commerce and intermediate units in their area. Participants were able to visit various types of industries, where they received hands-on training in HPOs, which enabled them to share their experiences with their students. This funding has provided over 1,800 educators, counselors and administrators, from elementary through high school, the opportunity to meet with their peers from different schools to share ideas and develop innovative curriculum that they can take back to their classrooms and incorporate into their lesson plans. Federal WIOA dollars financed 91.4 percent, or a little over \$2.6M of the 2019 TIW grants, while LWDBs provided matching funds of 9.6 percent, or approximately \$248K. For the 2019-20 program year, \$2.5M in WIOA federal funding is matched by \$2.5M in federal funding through title II, Part A of the Every Student Succeeds Act (ESSA) to expand educators' skills in preparing students for careers and postsecondary study. In January 2020, 92 local agencies were each awarded a \$25K targeted grant through PDE to expand equitable opportunities for first-time awardees in training and best practices to increase career and work-based learning experiences for students. Additionally, virtual sessions have been implemented to allow teachers to continue with the program during the closures caused by the pandemic. All LWDBs have had to modify their programs as a result of the school/business closures. L&I has extended this grant until December 31, 2020, due to COVID-19 school closures.

Business Education Partnerships

L&I awarded 41 BEP grants for program years 2018/2019. The award totaled more than \$5.1M. The BEP program allows school districts to collaborate with local business and LWDBs to educate students (the future workforce), parents and guardians regarding HPOs and career pathways. These programs are intended to help inform students, parents, and guardians of the in-demand technical careers for students to directly enter the workforce. The partnerships connect employers, parents, guardians, and students to provide career-related experiences, exposure to different workplace opportunities and knowledge regarding opportunities in the state. This is achieved through opportunities including, but not limited to, internships, job shadowing, career mentoring, career awareness activities and tours.

State/Local Internship Program

The 2020 State/Local Internship Program operated as a summer internship demonstration project. SLIP faced many hardships due to the COVID-19 pandemic this year, so it was extended to allow work experiences to continue into the fall. L&I awarded \$4.7M to 21 LWDBs, placing more than 800 youth and young adults, ages 16 - 24, into various types of internships offered by more than 400 employers. Over 200 of the participating employers provided placements considered to be non-traditional jobs for women. Due to the COVID-19 pandemic, LWDBs developed unique strategies to still be able to offer internship opportunities to PA youth - including traditional internships, non-traditional internships provided in a virtual setting, or a hybrid of the two. For more than 200 youth participants this placement was their first work experience; and roughly 20 interns have been permanently hired, either full-time or part-time,

following the end of program activity.

Pennsylvania Outdoor Corps

L&I with the PA Department of Conservation and Natural Resources (DCNR) invested nearly \$2M to support PA Outdoor Corps in PY '19. Outdoor Corps offers full-time paid work experience, job training, and educational opportunities to young people through completing critical conservation projects, improving recreation infrastructures, enhancing habitats, and maintaining public lands. In addition to offering hands-on job skills, the program provides weekly learning opportunities in environmental education, career development, job readiness, resource management, and recreation skills. Crew members are allowed to receive transferable certifications and training. They are also provided workforce preparation training through PA CareerLink® sites and OA to prepare their resumes and develop their interview skills. This program also offers the opportunity to build employability or soft skills, including collaboration, communication, creativity, critical thinking, and a sense of social responsibility. In PY '19, PA Outdoor Corps employed and trained approximately 160 participants, with a 96 percent retention rate. Youth crew members, ages 15-18, earned \$12 per hour, and Adult crew members, ages 18-25, earned \$12.20. Outdoor Corps has been actively developing strategic initiatives to increase the participation of underserved and minority populations, as well as focusing on gender equality. These efforts included building community recruitment partnerships and more outreach and awareness, noticing an increase in Hispanic and Latino participation.

Additionally, over 123 certifications were completed in the following: CPR, PA Registered Technician, Chainsaw, Wilderness First Aid, and Red Card Fire Training. While it is still early to track employment outcomes, so far, two program participants have moved to permanent employment within the PA Department of Agriculture and DCNR. Many others have gained professional employment in the private sector with organizations such as land trusts, conservation businesses, and consulting firms.

Youth Reentry

In PY '19, L&I has awarded \$5M in Youth Reentry Grant funding. The goal of the grant is to engage youth, ages 18-24, who were incarcerated, or were subject to the justice system, into a career pathway leading to postsecondary education, advanced training, and/or meaningful employment. Projects have included the proposed expansion of existing youth reentry programs for young adults. Additionally, many of the projects also feature close working relationships between LWDBs, PACTT affiliates, the PA CareerLink® system, county and/or state justice systems, community or faith-based organizations, foster care systems, the federal bonding program, career and technical education centers, Job Corps, and institutions of higher education. Ten LWDBs were awarded funds. Two additional LWDBs are also partnering with two of the funded LWDBs on their projects, for a total of 12 participating LWDBs.

Workforce System Challenges

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

Pennsylvania has identified two major challenges for the workforce system:

COVID-19 Pandemic Impacts

At the outset of Pennsylvania's response to the COVID-19 pandemic, L&I surveyed all the LWDBs across the state on the perceived challenges to restoring one-stop services, resulting in strategic implementation plans for each of the LWDBs. Subjects included: (1) Services to Individuals (i.e., access to the one-stops, access to physical and remote services); and, (2) Services to Businesses (i.e., BSTs - physical and remote assistance,

affected industries, affected occupations). Each restoration-of-services subject area included detailed, strategic plans for communications, security, technology and its application, disinfecting workspaces, social-distancing procedures and more. Most LWDBs articulated plans to create outdoor, and/or otherwise socially distanced spaces, used to determine customer need and make appropriate referrals. They devised strategies to sanitize surfaces, office equipment, maintain one-way foot traffic and put physical barriers into place to reduce the possibility of viral transmission. L&I staff scheduled and coordinated conversations with all parties to review, discuss and plan implementation of these locally suggested service-restoration strategies. L&I also procured PPE, contracted for deep-cleaning and sanitization services for every one-stop job center, and provided plastic barriers at intake and workstations in one-stop locations across the state. Staff ensured sufficient safety signage throughout the local service delivery system. Wi-fi opportunities were increased in some locations so that customers could access the PA CareerLink® online services in parking lots close to one-stop centers while waiting to be served by a customer service representative. COVID-19, and its health and economic impacts, continues to be an on-going challenge to Pennsylvania's workforce system.

Data Sharing Prohibitions

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

Pay-for-Performance

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

Pennsylvania does not currently have any local Pay-for-Performance contracting models to highlight. However, the Philadelphia LWDB is continuing to pilot an innovative "Pay for Success," (PFS) contracting model in the Philadelphia region, which is a unique local collaboration between the public sector (Philadelphia Works) and a leading private sector employer (Comcast) to invest in the local workforce. The pilot will target up to 75 new workers over a 3-year period.

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

If successful, this model could be replicated statewide. It minimizes initial risk, costs to the employer, and incentivizes the workforce system to ensure trained workers are well-equipped to meet the training and skill needs of participating employers. The PFS pilot is an opportunity to demonstrate a high return on investment in workforce development for the business community and philanthropic partners.

Due to COVID-19, implementation of the PFS pilot has been paused. As of September 2020, ongoing meetings have convened between Philadelphia Works and Comcast to work through the timing of the RFP release, design parameters of the pilot and potentially expanding the employment opportunities available within the partnership. This pilot is expected to launch in early 2021.

Appendix A

Program Year 2019 and Program Year 2020 Final Negotiated Goals by Local Workforce Development Area (LWDA) and Outcome Measure¹

	Pennsylvania	Allegheny County	City of Pittsburgh	Berks	Bucks	Central	Chester	Delaware	Lackawanna	Lancaster	Lehigh Valley	Luzerne-Schuylkill	Montgomery	North Central	Northern Tier	Northwest	Philadelphia	Pocono Counties	South Central	Southern Allegheny	Southwest Corner	Tri-County	West Central	Westmoreland-Fayette
Adult																								
Employment (Second Quarter after Exit)	73%	77%	77%	80%	75%	77%	73%	70%	78%	73%	75%	77%	70%	75%	78%	73%	73%	73%	77%	71.5%	74%	73%	78%	73%
Employment (Fourth Quarter after Exit)	70%	72%	72%	72%	70%	76%	70%	70%	80%	70%	70%	75%	77%	77%	73%	76%	70%	78%	82%	77%	71%	67%	78%	72%
Median Earnings (Second Quarter after Exit)	\$5,300	\$5,400	\$5,400	\$7,800	\$6,200	\$5,100	\$5,300	\$4,500	\$6,000	\$5,000	\$5,700	\$6,000	\$5,300	\$4,200	\$5,000	\$5,600	\$5,400	\$5,000	\$6,500	\$5,350	\$5,900	\$5,000	\$5,800	\$6,400
Credential Attainment Rate	55%	57%	57%	75%	50%	62%	55%	70%	65%	65%	68%	57%	68%	81%	68%	62%	50%	64%	55%	67%	65%	67%	63%	66%
Measurable Skill Gains	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline
Dislocated Workers																								
Employment (Second Quarter after Exit)	75%	78%	78%	85%	79%	78%	75%	77%	83%	78%	77%	77%	82%	83%	79%	80%	75%	78%	84%	87%	78%	82%	80%	86%
Employment (Fourth Quarter after Exit)	76%	78%	78%	85%	76%	78%	76%	77%	82%	78%	76%	77%	86%	90%	80%	80%	76%	76%	84%	87%	79%	83%	80%	86%
Median Earnings (Second Quarter after Exit)	\$7,300	\$7,700	\$7,700	\$8,000	\$7,500	\$7,300	\$7,600	\$8,600	\$8,000	\$7,600	\$7,800	\$7,300	\$8,300	\$7,500	\$7,200	\$9,000	\$6,700	\$6,700	\$7,900	\$7,500	\$7,300	\$8,300	\$7,300	\$8,600
Credential Attainment Rate	57%	62%	62%	57%	57%	68%	57%	76%	65%	65%	65%	61%	63%	65%	62%	65%	52%	64%	64%	76%	67%	70%	67%	75%
Measurable Skill Gains	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline
Youth																								
Employment (Second Quarter after Exit)	65%	60%	60%	75%	65%	65%	65%	75%	65%	72%	68%	65%	65%	65%	65%	62%	65%	65%	72%	66%	65%	65%	65%	60%
Employment (Fourth Quarter after Exit)	58%	55%	55%	75%	68%	62%	62%	57%	63%	62%	61%	60%	62%	65%	58%	60%	62%	60%	74%	78%	72%	71%	53%	60%
Median Earnings (Second Quarter after Exit)	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline
Credential Attainment Rate	72%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%
Measurable Skill Gains	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline
Wagner Peysner																								
Employment (Second Quarter after Exit)	62%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employment (Fourth Quarter after Exit)	62%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Median Earnings (Second Quarter after Exit)	\$5,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Credential Attainment Rate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Measurable Skill Gains	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

¹All data is the same for Program Year 2019 and Program Year 2020.