The Rhode Island workforce development network witnessed unprecedented challenges in the latter half of PY2019 as a result of the Covid-19 pandemic. As recently as February 2020, Rhode Island’s unemployment rate was near-historic low of 3.4%. Only two months later, in April 2020, the state’s unemployment rate had reached a record high of 18.1%. As of September 2020, Rhode Island’s unemployment rate stands at 10.5%. The economic impacts of the Covid-19 pandemic have been severe and widespread.

Such unprecedented challenges called for unprecedented response, and the workforce development network rose to the occasion. Rhode Island’s Unemployment Insurance program was continuously among the first programs nationally to process the historic number of unemployment claims, integrate pandemic unemployment assistance, and implement extended benefits. State training and education partners quickly transitioned their programming to an online virtual environment despite significant logistical barriers. And One Stop career services staff maintained connections and support to participants even in the most challenging of circumstances.

There is critical work ahead to ensure economic stability and security for Rhode Island’s businesses and our community. And the state workforce development network is prepared to do its part. We look forward to our continued collaboration in responding to the challenges ahead.

- **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.**

The guiding strategies of the states WIOA Plan issued in 2016 and modified in March 2018 include:

1. Implementing a demand-driven sector-based strategy to aggregate economic opportunities by employers and their intermediaries

2. A career pathway strategy to provide employment, education, training and support services for individuals, particularly those with barriers to employment, so they can improve own individual capacity to effectively compete in the labor market to achieve economic security for themselves and their families.

Rhode Island continues to make progress in implementing a statewide sector-based strategy. By braiding state and federal investments, the state has been able to ‘stand up’ over thirty sector partnerships in over 15 leading industries. Investments in these partnership’s knowledge base and capacity helped them adeptly identify their industry workforce needs then partner with various elements of the workforce network to meet that demand.
The state also worked with local boards on improving outreach and network building with community-based organizations and providers of support services. Overall the state board is pleased with the progress the workforce system has made in advancing these goals. Specific activities and initiatives will be explored in greater detail in the coming sections.

- **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**

**Sector Strategies**

Rhode Island continued to promote and position its industry sector partnership initiative, Real Jobs RI, as the key intermediary between the workforce development network and employers in the state’s largest and growing industries. By PY2019, the program has grown to over 40 different public-private partnerships, covering 16 industries including:

- Agriculture
- Commercial Fishing
- Commercial Shell Fishing
- Construction
- Defense & Cybersecurity
- Design
- Energy
- Finance
- Healthcare
- Hospitality
- Information Technology
- Manufacturing
- Marine Trades
- Medical Technology
- Social Enterprise
- Transportation and Logistics

These employer-led partnerships identify and define common opportunities and challenges, and connect with workforce, education, and economic development partners to create solutions that improve industry competitiveness and build pathways to employment opportunities for unemployed Rhode Islanders. These partnerships also function as sophisticated, real-time, workforce intelligence aggregators that work directly with the state workforce network to disseminate actionable intelligence, detail emerging workforce trends, articulate skill requirements, and design solutions to meet them.

**Career Pathways**

One of the goals of Rhode Island’s career pathway strategy is to expand the reach and depth of career services and client outreach through the use of community-based/mobile service delivery and the leveraging of technology. As a result of the Covid-19 pandemic, the workforce network was forced to expedite this priority and adapt direct client services to a socially distant virtual environment. For example; counseling and intake/enrollment for Title I programming are done over the phone and/or through video-conferencing.
Both in response to the continued crisis, and as part of its strategy to broaden availability and access to services, the state plans to consider expanding the range of virtual/distance offerings to potentially include online/virtual workshops, referrals, and e-training as well as virtual assistance and counseling for customers using Skype/Zoom and other technologies. Any such changes or plans will recognize and account for the technology literacy level of the customers we serve.

If the state has received a small state minimum 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.

N/A.

• The state’s performance accountability system, including:
  • Any specific state performance measures or goals and progress towards meeting them.
  • Any performance deficiencies on the primary indicators of performance, which may include descriptions of any factors impacting performance.
  • The state’s common exit policy, including which ETA-funded partner programs are included in the state’s common exit policy.
  • Negotiated performance levels for local areas for titles I and III core programs for program years 2016-2017.
  • The state’s approach to data validation and ensuring data integrity, including a description of the methodology of any validation activities that occurred.

State Specific Measures

Rhode Island has not identified any state-specific performance measures; however the PY2020-2023 State Plan commits the state to exploring and considering such measures.

Performance Deficiencies

Rhode Island is generally pleased with statewide performance for PY2019, having met or exceeded multiple employment and earnings performance indicators across Adult, Dislocated Worker, and Youth programs. However, there were a few areas of deficiency that we will focus on improving.
Wagner-Peyser 2nd Quarter Employment Performance was 68.6%, 4.4% lower than the 73% Performance Target. A review of performance data finds that the overall performance total was impacted greatly by deficiencies in the 60+ age cohort (49.9%). Going forward, the state will work with our WIOA partners on effective job placement strategies to aid this important and growing subpopulation.

WIOA Adult Credential Attainment and WIOA Dislocated Worker Credential Attainment was 6.4% and 7.1% lower than target, respectively (62.6% vs 69% and 70.7% vs 77.8%). We believe the deficiency reflects to a ministerial error that remains under resolution. Several statewide training and employment programs resulted in a credential yet were not reported as such. An internal project team within the state Department of Labor and Training developed a correction action plan to resolve the reporting issue, but the full impact of that plan may not be reflected in data immediately. Furthermore, the state board intends to offer additional clarity and guidance around the definitions of credentials and how they should be correctly tracked and reported.

Common Exit Policy

For the purposes of performance calculations in all WIOA core programs, except Vocational Rehabilitation, exit is the point after which an individual who has received services through any program meets specific criteria (§677.150(c)). This criterion is:

i. 90 days of no services has elapsed, and
ii. No future services are planned

For the purposes of this definition, a participant’s use of self-service or the provision of information-only activities or follow-up services will not prevent a participant’s exit. For the Vocational Rehabilitation program, an individual would be determined to have exited the program on the date the individual’s case is closed in accordance with the Vocational Rehabilitation program requirements. Under Vocational Rehabilitation, those individuals who have achieved a supported employment outcome at a subminimum wage are excluded from the definition of “exit”.
### PY2018-2019 Negotiated Performance Levels

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>PY 2018</th>
<th>PY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WIOA Title I Adults</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment (Second Quarter after Exit)</td>
<td>77.0%</td>
<td>78.0%</td>
</tr>
<tr>
<td>Employment (Fourth Quarter after Exit)</td>
<td>72.8%</td>
<td>73.6%</td>
</tr>
<tr>
<td>Median Earnings</td>
<td>$5,800.00</td>
<td>$6,000.00</td>
</tr>
<tr>
<td>Credential Attainment Rate</td>
<td>68.0%</td>
<td>69.0%</td>
</tr>
<tr>
<td>Measurable Skill Gains</td>
<td>Baseline</td>
<td>Baseline</td>
</tr>
<tr>
<td><strong>WIOA Title I Dislocated Workers</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment (Second Quarter after Exit)</td>
<td>79.0%</td>
<td>80.0%</td>
</tr>
<tr>
<td>Employment (Fourth Quarter after Exit)</td>
<td>80.0%</td>
<td>81.0%</td>
</tr>
<tr>
<td>Median Earnings</td>
<td>$7,000.00</td>
<td>$7,100.00</td>
</tr>
<tr>
<td>Credential Attainment Rate</td>
<td>77.4%</td>
<td>77.8%</td>
</tr>
<tr>
<td>Measurable Skill Gains</td>
<td>Baseline</td>
<td>Baseline</td>
</tr>
<tr>
<td><strong>WIOA Title I Youth</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment (Second Quarter after Exit)</td>
<td>61.0%</td>
<td>62.0%</td>
</tr>
<tr>
<td>Employment (Fourth Quarter after Exit)</td>
<td>59.2%</td>
<td>59.4%</td>
</tr>
<tr>
<td>Median Earnings</td>
<td>Baseline</td>
<td>Baseline</td>
</tr>
<tr>
<td>Credential Attainment Rate</td>
<td>53.7%</td>
<td>60.6%</td>
</tr>
<tr>
<td>Measurable Skill Gains</td>
<td>Baseline</td>
<td>Baseline</td>
</tr>
<tr>
<td><strong>WIOA Title III Labor Exchange (LEX)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment (Second Quarter after Exit)</td>
<td>72.0%</td>
<td>73.0%</td>
</tr>
<tr>
<td>Employment (Fourth Quarter after Exit)</td>
<td>63.0%</td>
<td>64.0%</td>
</tr>
<tr>
<td>Median Earnings</td>
<td>$5,800.00</td>
<td>$5,900.00</td>
</tr>
<tr>
<td>Effectiveness in Serving Employers (Statewide Measure)</td>
<td>Baseline</td>
<td>Baseline</td>
</tr>
</tbody>
</table>
### PY2020-2021 Negotiated Performance Levels

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>PY 2018</th>
<th>PY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WIOA Title I Adults</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment (Second Quarter after Exit)</td>
<td>81.0%</td>
<td>82.0%</td>
</tr>
<tr>
<td>Employment (Fourth Quarter after Exit)</td>
<td>79.0%</td>
<td>80.0%</td>
</tr>
<tr>
<td>Median Earnings</td>
<td>$6,600.00</td>
<td>$6,800.00</td>
</tr>
<tr>
<td>Credential Attainment Rate</td>
<td>53.0%</td>
<td>58.0%</td>
</tr>
<tr>
<td>Measurable Skill Gains</td>
<td>38.0%</td>
<td>40.0%</td>
</tr>
<tr>
<td><strong>WIOA Title I Dislocated Workers</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment (Second Quarter after Exit)</td>
<td>81.0%</td>
<td>82.0%</td>
</tr>
<tr>
<td>Employment (Fourth Quarter after Exit)</td>
<td>81.7%</td>
<td>82.2%</td>
</tr>
<tr>
<td>Median Earnings</td>
<td>$7,200.00</td>
<td>$7,700.00</td>
</tr>
<tr>
<td>Credential Attainment Rate</td>
<td>75.0%</td>
<td>76.0%</td>
</tr>
<tr>
<td>Measurable Skill Gains</td>
<td>40.0%</td>
<td>42.0%</td>
</tr>
<tr>
<td><strong>WIOA Title I Youth</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment (Second Quarter after Exit)</td>
<td>68.0%</td>
<td>70.0%</td>
</tr>
<tr>
<td>Employment (Fourth Quarter after Exit)</td>
<td>68.0%</td>
<td>69.5%</td>
</tr>
<tr>
<td>Median Earnings</td>
<td>$2,980.00</td>
<td>$3,050.00</td>
</tr>
<tr>
<td>Credential Attainment Rate</td>
<td>53.0%</td>
<td>55.0%</td>
</tr>
<tr>
<td>Measurable Skill Gains</td>
<td>40.0%</td>
<td>42.0%</td>
</tr>
<tr>
<td><strong>WIOA Title III Labor Exchange (LEX)</strong></td>
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<td></td>
</tr>
<tr>
<td>Employment (Second Quarter after Exit)</td>
<td>73.0%</td>
<td>73.5%</td>
</tr>
<tr>
<td>Employment (Fourth Quarter after Exit)</td>
<td>68.0%</td>
<td>69.0%</td>
</tr>
<tr>
<td>Median Earnings</td>
<td>$6,200.00</td>
<td>$6,400.00</td>
</tr>
</tbody>
</table>

**Data Validation**

Data element validation is conducted to ensure that the data elements in participant records used to calculate aggregate reports are accurate. Data element validation involves reviews of a sample of participant records against source documentation to ensure compliance with federal definitions. The sample files are selected by the Integrity and Compliance Unit of Workforce Development Services from reported exiters and participants.
Due to COVID-19 and the inability to travel to netWORKri offices for on-site reviews, WIOA and discretionary grant data element validation was conducted remotely. Participant data and documentation was available for review electronically in employRI. A monitoring report was issued explaining the findings.

- Activities provided with the funds reserved by the governor, which can be up to 15% of the state’s allotment. In this section of the narrative, states may describe activities undertaken in whole or in part with their Governor’s Reserve and how those activities have directly or indirectly impacted performance.

In addition to required activities – Governor’s Reserve Funds helped fund personnel for the state’s industry sector partnership initiative, Real Jobs RI. Each industry sector partnership is assigned an Advisor who works closely to advise, assist, and observe grant-related activities and performance. This was especially important during Covid-19, as employers needs and concerns evolved rapidly and continuously. Grant Advisors become a critical linkage between the employer community and the state and were able to quickly raise questions, and secure answers during the unpredictable first few months of the pandemic. In addition, throughout PY2019 the advisors continued to work with each partnership to review deliverables, expectations, and timelines as well as offer technical assistance in implementing program elements and accessing system resources to help meet program needs.

- Rapid response activities and layoff aversion, which may include:
  - Data on number of companies served and number of individuals served.
  - 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.
  - Discussion of layoff aversion strategies, including any metrics/outcomes developed and/or tracked by the state with respect to layoff aversion, such as return on investment or measures showing the economic benefits of Rapid Response and layoff aversion.
  - 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 or 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 or tools.
  - Discussion of specific types of services or workshops provided to both companies and affected workers.
PY2019 Rapid response and layoff aversion approaches in Rhode Island continue to combine both proactive and reactive activities for contacting employer and/or affected workers to assess layoff needs. Layoff aversion strategies were particularly essential over the Spring and early Summer of 2020 (within PY2019) as statewide and region health and safety orders impacted hundreds of employers. Layoff aversion strategies include offering short-term compensation (aka Workshare) or provide alternative strategies to employer with the assistance of other business partners entities (Commerce, SBA, etc.). Rapid Response also made employers aware of state and/or federally funded incumbent worker training opportunities, industry and community-based workforce development partnerships, and other available services to help redeploy and repurpose staff to avoid separations.

As part of a proactive layoff aversion strategy, Rhode Island maintains collaborative partnerships with a range of organizations that can help identify and avert potential layoffs. These partnerships include but are not limited to: Rhode Island Commerce Corporation, the U.S. Department of Commerce Trade Adjustment Assistance for Firms, the Governor’s Workforce Board, the Department of Labor and Training’s Work Share Program, and the Department of Labor and Training’s Labor Market Information Division. Information is gathered at downsizing companies regarding reasons for layoff as well as what, if anything, the state can do, or could have done, to avert the layoff.

Rapid response offers resources to employer and impacted workers including help filing for unemployment insurance, reemployment services, Trade Adjustment programs and supporting filing TAA petition, WIOA training and Real Jobs Rhode Island training, Affordable Care Act information (HealthSource RI), Hardest Hit Fund Rhode Island (Hardest Hit Fund is US Treasury gave funding to RI Housing to help prevent foreclosures.), United Way, and Retirement and Health Care Coverage by US DOL Employee Benefits Security Administration.

When appropriate, additional services may be provided to employees, which may include:

- Group or Individual Registration
- Job Search Workshops
- Individual Assessment/Counseling
- Job Search Strategies and Techniques
- Resume Writing
- Interviewing
- TAA Orientations
- Job fairs/Company matching
- Other services as necessary

Rhode Island strives to provide Rapid Response services as early as possible. In PY2019, Rapid Response assisted 54 employers and 2274 workers.
• Activities provided under the Wagner-Peyser Act Employment Service section 7(b) (e.g., services to groups with special needs or extra costs of exemplary models for delivering services).

N/A

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

N/A

• Any technical assistance needs of the state workforce system. 2 See WIOA section 128(a)(1).

N/A.

• 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 state may wish to discuss.

Rhode Island’s investments in industry partnerships provides a promising practice which has been essential to the success of the state’s workforce development network in the midst of the Covid-19 pandemic. Having such close partnerships with industry partners help facilitate crucial communication and information regarding new state and federal programs, guidelines, and regulations and, perhaps more importantly, positioned the workforce development network as a key and reliable partner for companies and industries as they responded to the challenges (avert layoffs, aid transitioning employees), or embraced unexpected opportunities (repurposing staff and equipment to pandemic-related job orders, filling health and safety positions) associated with Covid-19. These partnerships remain front-and-center as the state transitions to recovery and undertakes an aggressive statewide education and training effort to help thousands of Rhode Islanders return to the work.
• Any challenges the state workforce system faces, which may include policy, implementation, or other relevant challenge.
  N/A.

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

• 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.

Rhode Island had two waivers in place for at least one program year in PY2019: (1) a waiver of the requirements outlined at Sec. 107 of the Workforce Innovation and Opportunity Act, allowing the state board to function as a local board for the Greater Rhode Island area; and (2) a waiver from the requirements outlined in the WIOA at Sections 116 and 122, and at 20 CFR 677.230 and 20 CFR 680.400 thru 680.530, which require the collection and reporting of performance related data on all students participating in training programs listed on the state's ETPL.

The primary goal and outcome related to the waiver allowing the state board to function as a local board for the Greater Rhode Island area was to comply with the governance provisions of WIOA. WIOA requires Chief Local Elected Officials to administer WIOA Title 1 funds and appoint Local Workforce Development Board members. In Rhode Island, as far back at the Jobs Training Partnership Act, the Governor had performed the functions of the Chief Local Elected Official for the Greater Rhode Island (GRI) LWDA. This means the Governor has appointed both the State Workforce Development Board (SWDB) and the GRI LWDB.

Under WIOA, the Governor has continued to serve as the Chief Elected Official for the GRI LWDB. During a compliance monitoring review conducted in February 2018, by United States Department of Labor (USDOL) regional staff identified that the Governor acting in this capacity is inconsistent with WIOA requirements because the Governor is not a Local elected official and, thus, cannot appoint the local board. Regional staff advised finding a local elected official(s) to assume the role of Chief Local Elected Official for the area or submit a waiver requesting that the SWDB act as, and carry out roles and responsibilities of, the GRI LWDB.
The state has made considerable progress in meeting this goal. During the latter half of PY2019, the State Workforce Development Board worked with the Rhode Island League of Cities and Towns (Which represents all 39 municipalities in Rhode Island, including the 37 that make up the Greater Rhode Island area) on recommending appointments to a Local Area Advisory Committee for the State Board. This Subcommittee began meeting in Fall 2020 (in WIOA Program Year 2020), with a series of informational/introductory meetings to educate and familiarize new appointees with the requirements and responsibilities under WIOA. Final decision-making authority rests with the State Board, which itself continues to represent the geographic diversity of the region and remains engaged in the Greater Rhode Island community.

The State further believes that reduced overhead and efficiencies will result from this waiver and will provide more funds for career services and training that will directly benefit WIOA clients. The interruptions brought about by Covid-19 have made it more difficult to document these potential savings and efficiencies. We expect that the anticipated outcomes and benefits from this waiver will be more evident moving forward.

The primary goal and outcomes of the **waiver of the obligation of eligible training providers (ETPs) to collect performance data on all students in a training program** included: Increased consumer choice and opportunity for more diverse training programs, particularly those focused on high wage, high demand occupations; Increased competition among eligible training providers; and Enhanced ability of local workforce development boards to respond to the diverse needs of employers in their area.

Initial approval of this Waiver was received in February 2019, with the condition that Rhode Island continue to take into account the outcomes of all students in an ETP program of study, with respect to their employment and earnings. March and April 2019 was focused on developing a policy and procedure through which the state could receive and consider such information. That policy was finalized and has been in place since May 2019. Based on their respective eligibility timelines, no current ETP program has been subject to the requirement.

Despite this, the state has already witnessed some positive outcomes as a result of approval of the initial waiver request. Multiple training providers that previously indicated they would leave the Eligible Training Provider List if asked to meet the ‘all student’ reporting requirement, have instead chosen to remain. This includes several large providers that are one of few (and in some instances, the only) provider(s) of training for industries and occupations that are high wage and high demand in the state. Keeping these training institutions on the ETPL benefited WIOA clients and employers.
• 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.

WIOA sec. 116(b)(2)(A)(i)(VI) requires the US Departments of Labor and Education to establish a primary indicator of performance for effectiveness in serving employers. In December 2016, the Departments announced they will be piloting three approaches designed to gauge three critical workforce needs of the business community.

Approach 1 – Retention with the same employer

Approach 2 – Repeat Business Customers

Approach 3 – Employer Penetration Rate

Since this indicator is a new approach for measuring performance under WIOA’s six core programs, the Departments have implemented a pilot program during which States must select two of the three approaches. The Departments will evaluate state experiences with the various approaches and plan to identify a standardized indicator that the Departments anticipate will be implemented no later than the beginning of Program Year 2019.

Rhode Island elected to adopt Approach 1 (Retention with the same employer) and Approach 3 (Employer Penetration Rate) at this time. The Board may revisit these measures in future and may adopt additional measures. These two approaches are measured as follows:

Approach 1 – Retention with the same employer: The number of participants with wage records who exit during the reporting period and were employed by the same employer during the second quarter after exit and the fourth quarter after exit DIVIDED by the number of participants with wage records who exit and were employed during the second quarter after exit.

Approach 3 – Employer Penetration Rate: The total number of establishments, as defined by the BLS QCEW program, that received a service or, if it is an ongoing activity, are continuing to receive a service or other assistance during the reporting period DIVIDED by the total number of establishments, as defined by BLS QCEW, located within the State during the final month or quarter of the reporting period.
• 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.

As part of its state statutorily-mandated powers and duties, the State Workforce Development Board is charged with performance management and coordination of employment-and-training programs in the state. In that role, the Board conducts a number of evaluations and research efforts regarding workforce programming (WIOA core programs included). “DLTStat” is one such performance management tool that allows the Rhode Island Department of Labor and Training to continuously evaluate and promote improvement of the Core programs administered by the agency. DLTStat serves to increase communication between the program staff and executive layer of the department on the performance and day-to-day execution of key programs.

DLTStat sessions are lengthy and intense ‘deep dives’ into performance to determine what is working, what is not, and, if applicable, what needs to change. On a pilot basis, the Department has been evaluating its industry-sector training programs at monthly meetings - reviewing new hire placement wages, demographic and diversity figures, placement levels of participants by employer, education level of participants, and more. The purpose of the meeting is to hold program managers accountable while also collaboratively solving problems. This formal performance management program will continue to expand to include other workforce programming (WIOA core programs included) and is an effective vehicle to identify and overcome performance challenges as they arise.

Perhaps the most effective evaluation tool that the state will have available, upon its completion, is the RI Talent Dashboard. Leveraging Rhode Island’s longterm investment in a robust and comprehensive Longitudinal Data System, the Talent Dashboard will be Rhode Island’s public transparency portal for measuring statewide progress towards meeting the state’s goals in key areas of education and workforce development. Measures will not only include important indicators as graduation rates, math proficiency, post-secondary enrollment, completion rates and employment and wage outcomes for workforce training participants; but will go beyond these static figures to establish the true impact of the state’s investments. For example, using deidentified employment and outcome data, the dashboard will be able to determine the aggregate impact that workforce programing has on an individual’s economic status by querying employment and earnings several quarters before enrollment, and multiple quarters after completion. This ‘delta’ or difference in economic circumstance helps to illustrate the real impact of workforce and education programming while putting different programs
within the workforce network on the same ‘footing’ from an analysis perspective. Collectively assessing the long-term trajectory of Rhode Islanders as they move through the public system continuum, will assist policy makers and key stakeholders ensure Rhode Islanders have the skills they need to compete for good jobs now, and in the future.

The Dashboard will be built on the foundation of Rhode Island’s already existing public data analysis and evaluation tool; the RI Data Hub. As the state’s dedicated Longitudinal Data System, the Data Hub already securely integrates data from several of the WIOA core programs, and has the ability to integrate others. Multiple WIOA core and non-core programs are integrated into the Hub, including:

DLT

- Adult
- Dislocated Worker
- Youth
- Wagner-Peyser
- Trade Adjustment Assistance

RIDE

- Adult Education and Family Literacy
- Carl D. Perkins Career and Technical Education

In 2016, the DataHub evaluated the impact of the state’s Adult Education and Family Literacy investments, (http://ridatahub.org/datastories/adulted-outcome/1/) finding:

“It is clear that RI’s public adult education system delivers on its promise to provide its learners with the skills they need to obtain jobs and improve their employment situation. Those who have completed coursework in the system retain and obtain jobs at respectable rates. They may enter the world of work for the first time, or for those already working, shift into industries with higher-skill, higher paying jobs. Perhaps most crucially, they earn higher wages after their adult education experience. They are thus better-able to provide for themselves and their families, advance their job prospects, and contribute to the general welfare of society.”

In 2018, researchers from the Harvard Kennedy School of Government utilized the DataHub to create a draft Evaluation System for Rhode Island’s Carl D. Perkins Career and Technical Education (CTE) Programs that is under consideration by the state. (http://ridatahub.org/media/datamart_reports/CTE_Accountability_Report_FINAL.pdf)

All of these evaluation tools will not only inform key policy and decision-makers, but will be made available to the public as well to apprise them of the impact of performance of the state education and workforce development network.
Describe the state’s approach to customer satisfaction, which may include such information used for one-stop center certification, in accordance with 20 CFR 678.800. This description should include: 1) the state’s methodologies; 2) the number of individuals/employers who were provided customer satisfaction outreach, the response rate, and efforts made to improve the response rate; 3) the results and whether the results are generalizable to the entire population of customers; and 4) a description of any continuous improvement processes for incorporating the customer satisfaction feedback.

Each program under the WIOA network utilizes its own approach to querying and documenting customer satisfaction.

For job seeker services; customer satisfaction surveys are provided and collected at American Job Centers across the state. In program Year 2019 – 891 surveys were conducted. The state was pleased to see that the results of these surveys were generally quite positive. When asked to rate the services they received by One Stop center staff; results were as follows:

<table>
<thead>
<tr>
<th></th>
<th>No Response</th>
<th>Needs Improvement</th>
<th>Just Okay</th>
<th>Helpful</th>
<th>Very Helpful</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Professionalism /helpfulness of staff</strong></td>
<td>5</td>
<td>3</td>
<td>2</td>
<td>50</td>
<td>831</td>
<td>891</td>
</tr>
<tr>
<td><strong>Job search resources</strong></td>
<td>10</td>
<td>1</td>
<td>3</td>
<td>110</td>
<td>767</td>
<td>891</td>
</tr>
<tr>
<td><strong>Appearance of center</strong></td>
<td>9</td>
<td>9</td>
<td>23</td>
<td>126</td>
<td>724</td>
<td>891</td>
</tr>
<tr>
<td><strong>Your overall experience</strong></td>
<td>9</td>
<td>10</td>
<td>13</td>
<td>94</td>
<td>763</td>
<td>891</td>
</tr>
</tbody>
</table>
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