



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

Program Year 2020
Reporting Period July 1, 2020 to June 30, 2021

December 1, 2021

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.

Pennsylvania had no active WIOA waivers during the last program year.

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: (1) **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; (2) **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), PA'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; and (3) **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 '20. Each project is described below, addressing items (a) through (e), when applicable.

Workforce System Evaluation Activities

Pennsylvania has prioritized stronger collection of evidence for the purposes of enhanced evaluation of workforce development programs statewide. The first step in this process was the adoption of definitions of evidence categories by the PA Workforce Development Board (PA WDB) in May 2020. Based on those categories, a survey was sent to workforce partner programs across Pennsylvania to determine the current state of those programs with respect to their ability to collect evidence and evaluate their programs, as well as identify opportunities to expand capacity to conduct such evaluations.

A summary of PA's participation in the U.S. Department of Labor's Employment and Training Administration's (DOL-ETA) Evaluation Peer Learning Cohort (EvalPLC) is located within the *Promising*

Practices, Lessons Learned, and Success Stories section of this report.

Digital Literacy

The rapid move to virtual services, as a result of the pandemic, brought challenges for many customers with limited internet access and digital literacy proficiency. The temporary closure of most PA CareerLink® sites during the pandemic and continued expansion of virtual services left the PA Department of Labor & Industry (L&I) with a greater need to understand the digital literacy capacity of its customers. Workforce practitioners are aware that jobseekers with limited digital proficiency face the toughest challenges in the labor market. With industries' continued push for automation, workers with only a primary or secondary education are vulnerable to job loss and may need additional skills to re-enter the workforce after a job loss. It was imperative that PA's workforce system leaders understand the digital literacy gaps faced by customers as the state develops new strategies to tackle the digital literacy barriers while expanding re-employment services to vulnerable citizens.

To better understand PA CareerLink® staff challenges in providing services to customers with lower digital proficiency, L&I embarked on a Digital Literacy Study. The study took into consideration the issue of lower digital literacy skills from the perspective of jobseekers, employers, and PA CareerLink® staff. The study's objectives were to evaluate the efficacy of PA CareerLink® assessment tools that identify digital literacy gaps; engage customers, staff, employers, and workforce partners to understand the touchpoints that needed to be addressed in the workforce ecosystem; and finally, to encapsulate this research into 12 actionable strategies so that PA CareerLink® staff will have the tools necessary to address the digital literacy gaps and offer an improved customer experience, particularly for those with lower digital literacy.

Digital Literacy Grant - 3rd Party Evaluation

L&I developed a statement of work (SOW) to bring on a 3rd party vendor to evaluate the effectiveness, impact, return on investment, and overall success of the Digital Literacy and Workforce Development Grant (DLWDG). The vendor will collect, evaluate, and prepare reports for this data and information. The vendor will also be required to schedule and perform one site visit per grantee. Monthly Status Reports will focus on factors such as each grantee's quality of curriculum, best practices, challenges observed, technical assistance needs, success stories, and any other information requested by BWDA. A final report will be submitted that will address each of the DLWDG grant recipient's implementation, instructor-based learning for digital literacy programming, outcomes and statistics, cost evaluation, positive themes and challenges, replication, and project sustainability. This report will also summarize the information related to best practices and lessons learned so that L&I can evaluate the need for additional supports and initiatives that will promote high-level performance within and high-level outcomes from the workforce development system.

Services Virtualization Sessions

L&I convened local staff stakeholders that represented a cross-section of the diverse PA regions to engage in moving from in-person to virtual service delivery with no advanced planning. The groups met for four 4-hour sessions to discuss the barriers to work in a virtual environment faced by both staff and customers, tools used to provide services virtually, customer access to technology and the digital literacy and competencies of both staff and customers. Among the top customer barriers reported were digital literacy issues (not understanding how to use existing platforms/equipment), lack of technology equipment for lower-income customers and poor internet service for rural customers. Also identified was the difficulty in establishing trusting relationships with customers using technology such as a telephone, which was identified as the most universal piece of technology equipment across all customer demographics. The state kept the outcomes of these sessions at the forefront when developing new system and technology-

related features and products.

Digital Hub/Platform

The Commonwealth is working to develop an Azure-based hub, or digital platform, that will connect with CWDS to provide, capture, and track virtual services. This will be the only state-approved method for providing virtual services and will provide security and consistency to customers. Staff stakeholders met continually throughout the design process to ensure that the product is easy to use and accessible to individuals with low internet band with or using mobile devices. The product was also designed to ensure privacy of individuals attending one-on-one or group events. This platform will allow jobseekers to attend workshops and one-on-one case management sessions virtually and will allow employers to participate in virtual job fairs and recruitments.

Chat Bot

The Commonwealth has created a bot that will live on the PA CareerLink® home page and assist customers with site navigation, account password resets and general information. Great attention was paid so that the bot meets the customer where they are. It was coded to understand colloquial utterances and broken commands so that individuals with lower literacy and writing skills will be able to find answers to questions that will assist them on their journey to employment. The bot has a Spanish version and is compatible with most translation software for other language speakers.

Digital Intake

State-level workforce partners (L&I Workforce, Office of Vocational Rehabilitation (OVR) and PA Department of Human Services (DHS)) along with L&I's Office of Equal Opportunity (OEO) have been designing a digital intake form to replace paper forms that are currently used to gather information from and triage new customers in the workforce delivery system. This digital process will ensure consistency throughout the state and connect to the system of record. Questions have been added to the form to identify digital literacy barrier information and accessibility issues so that they may be addressed and remediated early in the customer journey. This will ensure equity in that all jobseekers are adequately prepared to participate in virtual service delivery and engage with employers in the new era of remote work and learning. The intake form and process were designed so that individuals have the opportunity to update personal and barrier information every time they engage with the workforce system, ensuring the most accurate and current information to better serve customers. It is anticipated that collecting and tracking data on individuals that engage with various offices will foster stronger relationships with additional partners and lead to further referrals.

Career Advisor Assessment

The Career Advisor Assessment project responds to L&I Workforce's strategic plan to improve PA CareerLink® service delivery. The assessment will determine the extent to which career advisors in PA CareerLink® centers statewide have the requisite skills to respond to both present and emerging needs of PA job seekers. Several conditions impact the ability of the career advisor to inform, encourage, strategize, and build trust with their customers, for example: 1) Changes in the labor market in the present; 2) Impact of automation; 3) Less focus on physical skills; 4) technology-friendly home; 5) Cultural competency now critical; 6) Clients expressing higher stress levels; and 7) Labor market myopia.

The consultant will conduct an "As Is Assessment" that will consist of 3 topics: 1) what are the raw characteristics of career advisors; 2) what is essential for career advisors; and 3) what training is available for career advisors. To determine the characteristics of the current career advisors, the consultant will conduct a series of one-on-one interviews with 25 career advisors. The consultant will also identify at least

seven subject matter experts representing both public and private career practices, career thought leaders, representatives of workforce development professional organizations, and human resource professionals with recruiting responsibilities. The consultant will use the data obtained through the one-on-one interviews and discussions with subject matter experts to prepare an electronic survey that will be sent to all career advisors throughout the system. The information gathered will then be analyzed and used to prepare a final report including an executive summary that provides a detailed picture of the “as is” for career advisors, along with recommendations for training considered essential for them to meet the current and projected needs of their customers. This project is slated to wrap by end of November 2021.

FAFSA Training

L&I awarded a contract to the Pennsylvania Workforce Development Association (PWDA) to develop and deliver training for all staff in the workforce system on the use of the Free Application for Federal Student Aid (FAFSA). This project is being undertaken to maximize the use of all available funding for training to ensure that staff in the PA CareerLink® sites are fully equipped to present this information to individuals seeking assistance through PA’s public workforce system. The project is also designed to ensure that the policies and actions by the workforce system satisfies the goals set forth in PA’s WIOA Combined State Plan. Those strategies must work toward creating a workforce wherein sixty percent hold post-secondary degrees from college or industry-recognized credentials.

This initiative includes training approximately 1400 or more partner staff in sixty-two PA CareerLink® centers statewide. The training lasts approximately one hour and is held in-person or virtually. It focuses on the importance of financial aid utilization; types of financial aid; the FAFSA process; the use of the FAFSA report; barriers as related to financial aid; and equity and access issues.

The contract requires the vendor to conduct an evaluation of the availability, barriers, utilization, and needs of customers of the workforce system regarding financial aid for training. This study will result in a white paper that includes a summary of what is currently occurring and will focus on recommendations for the improvement of the application for and utilization of all sources of financial aid. During the course of this evaluation, the vendor will be conducting interviews/surveys of workforce participants, LWDB staff and educational providers (financial aid staff) in urban, suburban, and rural counties in accordance with the Statement of Work. Both staff and customers of the one-stop system are encouraged to engage in this survey when requested to do so.

Currently, PWDA has assembled an Attainment and Advisory Group to inform the optimization of the use of financial aid in PA’s public workforce system and its team has begun to draft survey questions for financial aid staff, workforce staff and workforce participants, as well as develop an outline of the training. It is anticipated that the survey will be completed prior to the end of 2021, while the training will take place in the spring/early summer of 2022.

Mobile Concepts

Shortly after the implementation of WIOA, several local workforce development areas (LWDAs) 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, in PY '19, 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 was meant to determine both the successes and challenges Northwest encountered being the first to attempt the mobile service concept in hopes of sharing promising practices with PA's other LWDA's.

The JFF evaluation was cut short because of the global pandemic; however, L&I staff used the results of the work that had been completed to develop a new evaluation, now that one-stop centers in this LWDA have reopened. This new evaluation will serve three primary purposes: 1) determine both the successes and challenges Northwest encountered with being the first in the state to attempt the mobile service concept; 2) serve as a plan by which other local areas contemplating similar activities will be evaluated; and 3) share aspects of the effective methodologies used to support similar models in other areas.

Use of Apprenticeship Within One-Stop System

The PA Apprenticeship and Training Office (ATO) works closely with local workforce development boards and PA CareerLink® offices from across the state to build awareness and knowledge around apprenticeships. In addition to regularly presenting Apprenticeship 101 webinars and providing additional resources to workforce staff, the ATO also supports the Registered Apprenticeship Navigator program, an apprenticeship program that trains people to start and manage apprenticeship programs. Additionally, through the 2020/2021 Governor's PAsmart Growing Registered Apprenticeship and Pre-apprenticeships funding, \$1 million is available for intermediaries to support the statewide Apprenticeship Ambassador Network through creating new or supporting existing local and/or regional apprenticeship ambassador networks designed to grow Registered Apprenticeship and Pre-apprenticeship in local areas. It is a requirement of grantees to partner with PA CareerLink® centers with a concentration on training or supporting title I staff or other workforce development professionals who act as Ambassadors of Apprenticeship and grow this work.

In 2022, ATO will be offering strategic training for workforce development staff regarding serving clients through Registered Apprenticeship and Pre-Apprenticeship, launching a Desk Guide for those working at PA CareerLink® sites on how to link jobseekers to apprenticeship and workforce funding. This guide provides PA CareerLink® staff with the information on how and why to connect jobseeker and employer clients to Registered Apprenticeship, how connecting job seekers with registered apprenticeships programs can help states and local areas meet their targets on the WIOA primary indicators, and when to exit a WIOA client positively from CWDS, even when still participating in a registered apprenticeship. The document includes information on how to potentially use WIOA and alternate workforce funding to support registered apprenticeship (subject to local policy and procedures) and procedures for using CWDS to note use of WIOA funds to support a client in a Registered Apprenticeship.

The ATO continues to work to update CWDS to allow better tracking of apprentices and apprenticeship programs in the state. The updates will allow CWDS to match the depth of individual record level data already recorded in the RAPIDS case management system, allowing apprenticeship information to be included in the PIRL data reported to DOL. Over the past quarter, the ATO continued to work with its contractor Deloitte to create a plan and process for system upgrades.

Career Pathways

The PA WDB commissioned a study on career pathways to identify ways the state can support the development of strong career pathways system statewide. To address this question, the Keystone

Research Center conducted over 50 interviews with members of the career pathways and youth committees of the PA WDB, local workforce development board directors and staff, K-12 and post-secondary educators, and managers of career pathways programs, including pre-apprenticeships and apprenticeship programs.

Key Findings:

- A shared broad understanding of career pathways exists in the field.
- Distinct applications of career pathways exist for K-12 school students, adults, and populations with barriers.
- High-quality career pathways connect education and training to the real world and to jobs, yielding motivational, learning, and employment payoffs.
- Substantial high-quality career pathways work exists in PA.
- Practitioners and policymakers offered several observations informed by efforts to promote career pathways.

Reentry

The PA WDB's Reentry Committee directed a comprehensive Inventory of reentry services across PA to identify strategies to support returning citizens reentering the workforce, address barriers to employment, and engage employers around hiring returning citizens. The study surveyed reentry service providers and stakeholders across PA and was structured to identify best practices and gaps in services from the perspective of local stakeholders and providers. The surveys provided descriptive statistics and a cataloging of best practices, services provided, and gaps in services. From these findings, the contractors provided three recommendations and a review of literature:

1. Recommendation: Create a Common Measurable Definition of Reentry Service Success. Work with Service Providers to create a common definition of what success looks like in working to support reentry and mitigate recidivism. Establish a common set of benchmarks to track and evaluate structures and services to reentering citizens.
2. Recommendation: Create Stronger Communication Flow Across Local Reentry and State Systems. Develop process to disseminate targeted information and discussions that engage reentry service providers and stakeholders so that best practices or questions can be easily shared across regions.
3. Recommendation: Begin the Reentry Process Prior to Leaving the Correctional Facility. Begin discussing reentry the day of incarceration - do not wait until release time approaches. Provide informal mentorships for inmates who have been in prison for extended periods of time. Begin to plan for and provide more services prior to release (planning for housing, training, connections to mental health support programs).

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.

Staff Service Training

The Commonwealth continues to empower and support workforce development staff by providing training, resources, and assistance to help them effectively serve jobseekers, employers, and colleagues. The majority of time and efforts this past reporting year were spent providing training, resources, and assistance to support Bureau of Workforce Partnership and Operations (BWPO) staff and BWPO-administered programs.

Summary of past program year training and resources to improve customer service:

- Interim Reemployment Services and Eligibility Assessment (RESEA) Process Training and Resources
- Trade Adjustment Assistance (TAA) Program Desk Guide and Training Modules
- Rapid Response Assistance, Recorded Webinars, and Training
- Introduction to the PA CareerLink® System: Referrals and Best Practices
- Foreign Labor Certification Training and Desk Guide
- CWDS Desk Guide for Employers
- CWDS Functional Release Communication
- PA CareerLink® Employment Services Customer Complaint Procedures
- Case Management: WIOA Title I Hard and Soft Exits
- Unemployment Compensation (UC) Assistance
- BWPO New Staff Member Checklist
- Training Plans and Training Library for BWPO Staff

PA CareerLink® Website Redesign

After more than two years of visioning, planning and design, L&I launched its new PA CareerLink® website in October 2020. Partner-stakeholders were engaged to design a site that is easy to navigate and highlights the work and services provided within the workforce system. Personal tiles were developed to quickly get users to the information and resources that most pertain to them. Individual landing pages were created for each local PA CareerLink® office that include information on resources, events, and services specific to that location. L&I convened focus groups consisting of program participants, staff and new users and made adjustments based on the feedback received. Site enhancements are on-going and a landing page for Registered Apprenticeships was recently built.

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 WIOA Combined State Plan took effect on July 1, 2020. PY '20 was spent implementing and tracking progress on the objectives and goals in the Plan. The broad goal categories identified in the plan for PA's workforce development system include:

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 Service Delivery System

Pennsylvania has continued to maintain both standing PA WDB committees and interagency workgroups

for each of the five broad goals. The committees are comprised of WDB members, external stakeholders, and agency staff, while the interagency workgroups include Commonwealth employees of the Core and Partner programs. During PY '20, initial progress was made on the several of the following subgoals:

Goal 1.1: The Commonwealth will increase the creation of registered pre-apprenticeship and apprenticeship programs, particularly in non-traditional occupations, as part of its career pathway systems building efforts. In Pennsylvania, since the founding of ATO office in 2016, apprenticeships in the Education Sector have increased by 83 percent, the healthcare sector by 71 percent, and in the Technology sector by 64 percent.

Goal 2.5: The Commonwealth will increase engagement with the business community on issues related to Employment First, accessibility standards, disability talent recruitment, Americans with Disabilities Act Accessibility Guidelines compliance, disability etiquette, and the benefits of hiring individuals with disabilities. OVR has partnered with PA CareerLink® staff and employers they serve to provide facility accessibility evaluations, including assistive technology guidance. Also, disability etiquette is offered/provided on disabilities, reasonable accommodations, tax credits for onboarding people with disabilities. Information is provided to employers that hiring people with disabilities allows employers to tap a talented workforce and also helps them to comply with PA's Employment First, Section 503 and VEVRAA.

Goal 3.4 The Commonwealth, via PennSERVE, will promote and encourage service opportunities with AmeriCorps and require all WIOA regional and local plans to include AmeriCorps, when available, as a referral option for young people, particularly opportunity youth. In addition to ensuring that all local plans now include an intentional connection with all local PennSERVE programs, where applicable, 102 opportunity youth had been served in these programs as of the mid-point of PY '20.

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:

Industry Partnerships

Across the state, there is a shared communal vision for economic vitality, global competitiveness and

expanding opportunity. Pennsylvania Industry Partnerships (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. PA has a long history of successfully supporting IPs that bring together business leaders from the same sector to tackle shared economic and workforce development needs. PA 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 Pennsylvania IP Statewide Metrics, which are being used to create measurable outcomes and ensure quality programs and strategies statewide. These metrics will help inform future industry partnerships and sector strategies.

In addition to these metrics, the Commonwealth collected information from Pennsylvania IP Conveners. Due to COVID-19, many of these partnerships had to quickly move into virtual platforms. But, in addition to that some partnerships in healthcare and manufacturing came together to produce PPE supplies for hospitals and employers within their counties. The partnerships produced 31,889 pieces of PPE and helped 218 organizations in the first four weeks of collaboration. In PY '20, the partnerships have trained several hundred 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 members and their organizations: (1) Talent Attraction/Retention Teams (TART); (2) Marketing Manufacturing; (3) Best Practices on PPE Supplies; (4) Career Awareness; (5) Behavioral Health Access; (6) Transportation; (7) Daycare; (8) Nursing Shortage; (9) Promoting Pre-Apprenticeship Training; and (10) Broadband Capacity.

Additionally, the Commonwealth has deployed specialized training for Pennsylvania IP Conveners, Core Groups and Support Teams. Trainings include: (1) 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; (2) Specialized technical assistance, including facilitation training, coaching and sustainability measures; (3) Professional development; and (4) Monthly check-in calls with each partnership and state team liaisons.

PAsmart - Education

Since 2018, Governor Wolf has secured \$80 million in state funding and strategically invested in education and workforce development through the statewide PAsmart initiative. Using recommendations and a framework for funding priorities developed by the PA WDB, PDE and L&I have been employing a variety of strategies to support workforce development and prepare Pennsylvania's current and future workforce for the emerging economy:

- 1) Since January 2019, PDE has awarded \$14.2 million in PAsmart Targeted Computer Science Grants of \$35K each to 412 school districts, charter schools, CTCs, and intermediate units to expand computer science classes and provide professional development to educators in nearly 1,200 schools across Pennsylvania.
- 2) Since February 2019, PDE has awarded \$24.4 million in PAsmart STEM/Computer Science Advancing Grants of up to \$500K each to 50 education, industry and community partnerships. Through an "ecosystem approach", partnerships leverage multiple resources to expand CS/STEM experiences across

multiple regions with a particular focus on underserved populations, such as English Learners, individuals with disabilities, and low-income students.

PAsmart funding also has aided in creating and sustaining the state's 10 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. In 2020-21 PAsmart funding also was used to support additional K-12 STEM/CS activities, such as the [Governor's 2021 STEM Competition](#), develop a STEM Toolkit for educators, expand the *Build Fly Code* program to adjudicated youth, and other related career readiness effort.

PAsmart - Registered Apprenticeship and Career Pathways System Alignment

Fundamentally, a Career Pathways System is about the coordination of people and resources to help individuals on a continuous path to family sustaining employment and growth in a career. Within education, this coordination includes aligning the state's K-12 and postsecondary education systems, as well as the career and technical education services provided within and across program providers, closely mirroring the apprenticeship structure, model and desired results. Recognizing these parallels in methodology, the ATO's intent is to directly align and integrate the Career Pathways System within the overall apprenticeship structure and is strategically working on doing so through several initiatives including the PAsmart funding opportunities focusing on aligning with secondary and post-secondary institutions and the career pathway system.

The 2020/2021 Governor's PAsmart Growing Registered Apprenticeships and Pre-Apprenticeships initiative was created in partnership with L&I's ATO to provide up to \$12.5 million in two competitive grant opportunities to align, expand and diversify the apprenticeship model to include non-traditional occupations, non-traditional program models and non-traditional populations. This grant program seeks to expand Registered Apprenticeships in new industries and occupations and aims to advance individuals along career pathways with secondary and post-secondary schools. Additionally, this initiative is intended to reach underrepresented populations, including women, minorities, individuals with disabilities, veterans, socio-economic disadvantaged individuals, individuals who speak English as a second language, individuals who were previously incarcerated, or individuals experiencing multiple barriers to employment. Specifically, these funds will support apprenticeship through the following opportunities: (1) \$11.5 million is available to build, support and expand Registered Apprenticeship and Pre-Apprenticeship Programs with specific focus on diverse talent pipelines and underserved populations, non-traditional occupations, alignment with secondary and/or post-secondary educational institutions concentrating on Career Pathway system growth, and expedited growth through multi-county or statewide initiatives; and (2) \$1 million is available to support Registered Apprenticeships and Pre-Apprenticeship through ambassador networks across the state.

Additionally, the ATO is taking steps to align the Career Pathways and Apprenticeship system more closely through forging strategic partnerships with Career & Technology Centers (CTC) statewide to see how their existing vocational programs can fit into the Registered Apprenticeship Ecosystem.

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 CWDS 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 2020-2021.

Negotiated performance levels are outlined within Appendix A, which covers both PY 2020 and PY 2021.

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

Pennsylvania is required to maintain and report accurate program information, per both TEGL 7-18 and TEGL 23-19, which provide guidance for states to develop their mandated WIOA data validation policies and procedures. The state validates the data elements as provided in the *PA WIOA DV Guide*, which is based on common measures reporting and is updated per USDOL guidance and state policies and procedures. L&I's Center for Workforce Information and Analysis (CWIA) developed a statistical model to randomly select the WIOA titles I and III participants from the 4th quarter Participant Individual Record Layout (PIRL) for the program year. This random sample methodology creates the data validation sample. CWIA will create automated participant data validation worksheets for BWPO Quality Assurance staff to record data validation results. This will include on-site review of participant case files at the local area level; data validation conducted in CWDS 2.0; and Unemployment Insurance (UI) wage record validations, which can also include wages shared in the State Wage Interchange System (SWIS). Each data element that is required to be validated and is supported or matched by acceptable documentation will "pass." Any data element that is required to be validated and is not supported by acceptable source documentation, or is inconsistent with other documentation, will "fail." BWPO's Quality Assurance staff will validate the data elements that can be conducted in CWDS before conducting LWDA on-site data validation. Office of Information Technology (OIT) will provide the UI wage record file that is used to provide wage and employment data on the WIOA Annual Performance Report (ETA-9169). BWPO Quality Assurance staff will compile results per local area including results by program and PIRL data element. Local areas will be notified of their data validation results and provided technical assistance to improve any shortcomings identified during on-site data validation. CWIA and BWPO Quality Assurance staff will monitor data integrity by reviewing PIRL and WIOA Quarterly Report submissions on a quarterly basis.

LWDAs are validated on a rotating 3-year cycle, except for Allegheny County/Pittsburgh and Philadelphia, which are validated on an annual basis. Samples are currently being pulled for PY '20 Common Measures Data Validations; and to complete the onsite data validation for PY '19 locations.

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.

Some of the initiatives and programs funded through the governor's reserve include: (1) Digital Literacy and Workforce Development Grant; (2) Dislocated Worker Near Completer Demonstration Project; (3) Teacher in the Workplace (TIW); (4) Business Education Partnerships (BEPs); (5) State/Local Internship Program (SLIP); and (6) Youth Reentry.

Digital Literacy and Workforce Development Grant

Digital literacy skills are a vital component of promoting problem-solving and critical thinking skills necessary to effectively navigate most platforms used in the job search process and in the workplace. L&I's \$1.2M Digital Literacy & Workforce Development Grant supports thirty-one (31) effective programs that enhance foundational digital literacy skills for these job seekers in their local communities. These grants support L&I's vision to prepare individuals for job searching and emerging employment opportunities, to gain access to employment with family sustaining wages, and to increase communities' infrastructures for providing foundational digital literacy skills. Acquiring these skills will prepare today's job seekers and employees for success in the 21st century labor market.

Dislocated Worker Near Completer Demonstration Project

L&I has awarded \$8.2M of funding to four LWDBs for a Dislocated Worker Near Completer Demonstration Project (NCDP) Grant. This grant has a period of performance from July 1, 2021 through June 30, 2023. Governor Wolf established several key initiatives to strengthen PA's workforce by strategically investing in the education and training needs of Pennsylvania's citizens for careers in high priority occupations (HPOs) by setting a goal that 60% of residents will have obtained a postsecondary certificate or degree by 2025. Although several initiatives remain ongoing to strengthen the state's workforce, the COVID-19 pandemic has highlighted three major shifts in the workforce landscape: 1) the arrival of the future of work and the shift in jobs due to automation, machine learning and artificial intelligence; 2) the displacement of workers from major industries in PA, such as retail, hospitality and tourism and 3) the need to foster new and innovative strategies to quickly reskill or upskill displaced workers so that they may re-enter employment with the skills necessary to effectively compete for and connect to jobs that pay family sustaining wages. Grantees in urban areas will serve 300 participants, while those in suburban areas will serve 200 participants. As a result, L&I is endeavoring to further expand education and career placement activities related to credential attainment and employment in HPOs at family sustaining wages of \$15.00 per hour or higher through this demonstration project.

A detailed description of the last 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 122 Worker Adjustment and Retraining Notifications (WARNs) during PY '20, which covered 25,271 individual workers.

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.

L&I, through its Rapid Response team, is making it a priority to include TAA information at every employer fact-finding session. With this approach, PA 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, including title I and title III case managers are frequently included in Trade Benefits Rights Interview meetings. This promising practice has directly connected DWs with case managers that will provide career services, including TAA orientation, an IEP, and training opportunities.

The Commonwealth has continued with enhancements to CWDS to capture Rapid Response and Trade activities, which has resulted in improved performance measures and outcomes. PA has also developed a Rapid Response Dislocation dashboard that 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 PA'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 PA 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 for 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 Commonwealth's UI Trust Fund. Over the past five years, Rapid Response services, in partnership with the SEWN program, saved the 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 LWDA's 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) performing 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 Apprenticeship Training Office (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 OVR; (8) DW transition teams; (9) surviving a layoff 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 restructuring 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, PA 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.

Digital Literacy Evaluation

L&I contracted with *Accenture* to conduct an evaluation on the current state of customer engagement, the gaps present and strategies to improve the virtual services and the impact of customer digital literacy services offered by the PA CareerLink® system. Additional information has been provided within the *Evaluations* section of this report.

Wi-Fi Expansion Initiative

During the pandemic, Pennsylvania expanded the Wi-Fi capacity in many of its one-stop locations, also

known as PA CareerLink® centers. In addition to increasing the WI-FI capability to accommodate customers' access inside the centers, the Commonwealth provided the local service delivery system with the resources necessary to expand internet access into the surrounding parking lots. This initiative allowed customers to access the PA CareerLink® online platform to complete some initial services (e.g., registration and job search activities) in preparation for meeting with a case worker to conduct staff-assisted services. This also alleviated the need for customers to be inside the center while waiting for services; thus, decreasing the risk of receiving or spreading the virus.

Career Advisor Evaluation

During PY '20, L&I contracted with *Career Consciousness, Inc.* to evaluate the knowledge, skills, and abilities of its career advisors in the local service delivery system. This engagement focused on L&I's strategic plan to improve service delivery in the PA CareerLink® locations. The strategy proposed that to provide better service to its customers, it must invest in the professional development of the career advisors. The initial step in the process was to assess the skills of the career advisors employed by the Commonwealth. This assessment measured the extent to which the 250+ career advisors in the PA CareerLink® centers throughout Pennsylvania have the requisite skills to respond to both the present and emerging needs of PA jobseekers. Three conditions had become increasingly important to current operations: (1) Job seeker opportunities in some industries were severely impacted by COVID-19, presenting both financial and mental health challenges for those seeking to enter or reenter the job market; (2) Safety concerns and the broad spectrum of the technological capability to utilize an increasingly digital marketplace created significant barriers; and (3) The emotional/mental state of some unemployed job seekers were exacerbated by the pandemic.

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. 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 was utilized to provide career, training and supportive services in PA 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 still 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 2,300 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 Trade and Economic Transition (TET) grants to 13 LWDBs across PA to train dislocated workers in high priority occupations 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 650 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. This grant is currently serving residents of 39 PA counties. Since Governor Wolf's pandemic order was lifted in June, PA CareerLink® offices, businesses, schools, and training centers have been able to actively engage participants on an in-person basis.

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

L&I awarded 22 COVID-19 disaster grants to LWDBs allowing them to provide temporary employment opportunities to dislocated workers impacted by the COVID-19 pandemic. These workers provide much needed Customer Service and Triage support at PA CareerLink® sites throughout the state while taking advantage of the services the facilities provide so they may transition into permanent employment. Additionally, these workers continue to assist in re-opening and related support activities that help enable PA to re-build post-pandemic, while the scope of the roles has expanded to allow greater flexibility, greater adaptability in a fluid situation, offer remote and off-site service access, impact more Pennsylvanians, and provide meaningful employment opportunities that develop desirable, transferable skill sets. This exciting addition is yielding promising results; with a year left in the period of performance, and Pennsylvania gaining momentum in its re-opening efforts, there have been 44 enrollments towards the targeted enrollment goal of 60 dislocated workers.

Technical Assistance Needs

Any technical assistance needs of the state workforce system.

Partner Contributions

Pennsylvania continues to struggle with obtaining contributions for infrastructure and other costs from some of the required program partners, including National programs. Because while WIOA and its promulgating regulations address these contributions, other federal statute, regulations, and guidance do not. Thus, it is incumbent on L&I, serving as the state workforce agency, to persuade both state and national entities that, because they are responsible for programs required in the local service delivery system, they must use a portion of the funds made available to that program to contribute to PA's public workforce system, consistent with federal laws authorizing the partner's program, and in alignment with the relevant Federal cost principles (requiring, among other things, that costs are allowable, reasonable, necessary, and allocable).

Pay-for-Performance Contracts

Pennsylvania is interested in obtaining more information regarding pay-for-performance contracts. After reviewing guidance issued by the U.S. Department of Labor, as well as information through WorkforceGPS, PA's workforce stakeholders have expressed an interest in evaluating models from other states that have demonstrated effectiveness in serving diverse populations groups and individuals who face significant barriers to employment.

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:

Evaluation Peer Learning Cohort

In September 2020, PA was selected as one of six state teams to participate in the Evaluation Peer Learning Cohort (EvalPLC). The team was coordinated by the PA WDB and included representatives from L&I (including OVR) and PDE, as well as a representative from a LWDB (South Central). The federal cohort activity continued into Spring 2021.

In alignment with the work of this cohort, Pennsylvania is planning to connect the outcomes of this participation into the development of a Statewide Longitudinal Data System in PY '21.

Credential Attainment Cohort

In late 2019, PA was selected by USDOL as one of nine state teams to join the 8-month Credential Attainment Cohort. The PA team was comprised of representatives from the PA WDB, PDE 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. A key part of that plan involved the development of a credential attainment policy, which was under development at the end of PY '20.

Serving Employers and Individuals with Disabilities

OVR's mission is to assist Pennsylvanians with disabilities to secure and maintain employment and independence. In PY '20, OVR worked with 54,549 individuals and 3,574 employers, assisting 6,953 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.

OVR's partnership with InspiriTec is a recent example of OVR's ability to meet the needs of employers by referring qualified candidates to positions offering full or part-time, benefits, and opportunities to build work experience in the customer service IT help desk field. Specifically, OVR continues its support for the Customer Service Representative (CSR) for UC call center positions (remote work starting at \$15 per hour). As of August 2021, and since the CSR for UC initiative began in late March 2021, OVR has referred at least 695 customers. Of those, at least 476 customers have applied for the CSR for UC position and approximately 330 customers have been hired.

In addition, 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 PA Academic & Career/Technical Training (PACTT) affiliate sites. The MOU was amended in July 2019 to also include dependent students and youth. OVR has collaborated with 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.

Additionally, OVR anticipates that as COVID-19 conditions improve, it will partner once again with the PA Office of Administration's HR staff to resume its paid summer internship for college students in summer 2022. The program will also potentially expand to offer placements within state agencies in Pittsburgh and Philadelphia, to compliment the core program that originated in the Harrisburg area.

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 Expos, Career and Transition Fairs, as well as providing specialty presentations to stakeholders to increase competitive integrated employment opportunities for individuals with disabilities. In fall 2021, OVR staff are working together to deliver virtual and in-person events including 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.

The Commonwealth Technical Institute (CTI), within OVR's Hiram G. Andrews Center (HGAC), continues to help prepare PA's future workforce for high paying occupations through innovative initiatives. HGAC employees continue to develop community partnerships and workforce development programs to train individuals who are displaced, unemployed or underemployed. Despite the many challenges presented by the COVID-19 pandemic, HGAC continued to operate with safe mitigation efforts in place to ensure that students had uninterrupted education and support via online learning and virtual services as necessary. HGAC remains an important community resource to provide pre-employment transition services and to offer assistive technology services statewide.

PA CareerLink® Accessibility

L&I workforce staff were persistent in building on previous efforts to collaborate with staff from OVR and OEO to conduct Americans with a Disabilities Act (ADA) accessibility reviews of each PA CareerLink® center. These reviews are aimed at determining if each of the 62 comprehensive and affiliate sites fully meet all accessibility requirements. When opportunities for improvement are identified, LWDB staff (and state staff where necessary), quickly respond to ensure individuals with disabilities are fully accommodated. One improvement already completed is the replacement of outdated closed-captioning TVs. State staff has coordinated with LWDB and PA CareerLink® staff to provide the resources necessary to replace outdated systems. The reviews also identified that TTY phones in many centers are no longer functional, so state staff are once again partnering to replace these phones for the deaf and hard of hearing, while also adding braille phones to accommodate the centers' blind customers. Work is also occurring to replace software in most centers to ensure that customers have the most up to date equipment available. Finally, each LWDB will be outfitted with an ADA-Compliance Assessment Kit.

Following OVR's initial assessments, staff will provide training to the monitors of each LWDB to create a sustained process for all centers to remain ADA compliant.

These reviews also resulted in a significant, unintended consequence - a much stronger working relationship among state, local partners, and stakeholders. Although these reviews were postponed for a period during the pandemic, they are now back on course. Many of the recommendations that resulted from the first 11 evaluations, continued to be worked even though most centers were closed to the public.

Adult Basic Education

WIOA titles I and III staff and other workforce development partners continue to work with WIOA title II providers at the local level to support the needs of individuals who are basic skills deficient and English language learners. 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. Title I staff in one local area work closely with multi-lingual staff in the title II program to make trainings and services available to English language learners.

Group Sponsored Apprenticeship Programs

The Commonwealth continues to support the growth of group sponsored and/or registered apprenticeship and pre-apprenticeship programs that serve multiple counties as they allow for expedited growth of quality programming statewide. In a group sponsorship model, a sponsor organization brings employers together and helps them jointly prepare and register an apprenticeship to train people to develop skills that they all need. Group sponsor organizations are often industry associations, unions, community-based organizations, training providers, and other organizations that serve as the lead, convener, and administrator of the program. Since group sponsors take on the administrative work involved in setting up a registered apprenticeship program, group sponsored programs can be a great way to address the workforce needs of various sectors and industries and can be a significant help for small businesses that may not have been able to keep up with the administration of an apprenticeship program otherwise. By pulling together a group of similar employers, they can efficiently provide sponsor services to multiple businesses while developing a workforce made up of people whose skills are in demand across a region or the state.

Teacher in the Workplace

The Teacher in the Workplace (TIW) initiative connects educators with local business leaders and employers to bridge the gap between classroom and industry. Through this program, classroom educators, counselors, and administrators learn about industry trends, needs, and opportunities. 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.

In January 2020, PDE used \$2.3 million in federal funding through Title II, Part A of the Every Student Succeeds Act (ESSA) to continue the state's TIW program and expand educators' skills in preparing students for careers and postsecondary study. PDE awarded grants of \$25K each to 92 local education agencies (e.g., school districts, charter schools, career and technical centers, and intermediate units) to expand equitable opportunities for first-time awardees in training and best practices to increase career and work-based learning experiences for students. When schools and business closed in 2020 due to the

pandemic, LWDBs and schools modified their programs to allow for virtual participating and adapted lessons and experiences accordingly. L&I and PDE also extended the 2020 TIW grants through September 2021, to provide additional time for completion.

Business Education Partnerships

L&I has awarded 23 Business Education Partnership (BEP) grants for Program Years 2019/2020. The award totaled more than \$2.9M. 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. There are plans to continue this program during PY '21.

State/Local Internship Program

The 2021 State/Local Internship Program (SLIP) operated as a summer internship demonstration project. As with the previous year, SLIP faced many hardships due to the COVID-19 pandemic. L&I awarded \$622,113 to 20 LWDBs, placing more than 295 youth and young adults, ages 16 - 24, into various types of internships offered by over 190 employers. Over 50 of the participating employers provided placements considered to be non-traditional jobs for women and men. 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 40 youth participants this placement was their first work experience; and roughly 55 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 invested nearly \$1.6M to support PA Outdoor Corps in PY '20. Outdoor Corps offers full-time paid work experience, job training, and educational opportunities 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. Due to the COVID-19 pandemic, the decision was made to cancel the six-week summer Youth Crew activity (ages 15-18) and only field the Adult Crew program (ages 18 -25). In PY '20, Outdoor Corps employed and trained approximately 61 participants, with a 95 percent retention rate. The season ran from February 10 - December 7, 2020. Members worked for a total of 37.5 hours/week earning \$12.70/hour. After July 1st all crew members were given a \$.50 raise and had access to employer-sponsored healthcare and other benefits. 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 female participation. Also, prior to the cancellation of the youth corps program due to COVID-19 pandemic, 21 percent of the members to be selected for youth crews identified as racially/ethnically diverse.

Additionally, 194 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.

Project ECHO

In an effort to educate and engage employers in the recovery friendly workplace, PA initiated a dynamic project to support employers who employ or wish to employ individuals in recovery or affected by drug use. This initiative was in partnership with Penn State College of Medicine on Project ECHO (Extension for Community Healthcare Outcomes) Supporting Employers, Supporting Employees in Recovery (SESER). Project ECHO SESER launched a no-cost educational series for employers to equip them with the resources and strategies to support employees in recovery. This series aimed to increase education and awareness of employers.

With the goal to engage with the employers to promote a recovery friendly workplace, PA first began by doing research and connecting with partners. One of the partnerships that was developed was with the Department of Drug and Alcohol Programs (DDAP), who identified a best practice for recovery friendly initiatives and introduced Project ECHO as a model for disseminating information. Through further communication with Penn State College of Medicine to learn more about Project ECHO, PA realized the ECHO model which was previously only used in healthcare would be a great vehicle to knowledge share workforce information. A recovery friendly ECHO could use experts in the field of addiction medicine, addiction psychiatry, human resources, drug court, advocacy, and employment law to share best practices with employers based on case presentations.

Project ECHO SESER began in September 2020 and ended in February 2021. After each Project ECHO SESER session, participants (employers) were asked to indicate barriers to 'implementing what you learned'. Barriers such as: employee compliance issues, lack of time to counsel employees, lack of knowledge to provide clinical support, etc. Each session consisted of a guest speaker to discuss specific opioid-related topics, along with an unidentified case scenario that was analyzed to provide additional resources to the group for past, future, or current employees in recovery. Employers were provided more tools for their kit in order to provide additional support they were unaware of. Overall, there were 137 responses that identified assessing demographics, occupation, confidence in their ability to work with employees in recovery. The comments were largely positive due to the impact of this project.

Youth Reentry

In PY '19, L&I awarded \$5M in Youth Reentry Demonstration Grant funding to ten LWDBs. The goal of the grant is to engage youth, ages 18-24, who were incarcerated or 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. Two additional LWDBs are also partnering with two of the funded LWDBs on their projects, for a total of 12 participating LWDBs.

In PY '20, all of the programs experienced setbacks related to the shutdowns caused by the COVID-19 pandemic. From March until October of 2020, the grantees had to reevaluate how they would be able to

provide their intended services without being able to physically meet with individuals. One of the biggest challenges was being able to communicate with potential participants while they were incarcerated and anticipating release, as jails remained closed to visitors for much longer than many offices across the state. New emphasis was placed on virtual workshops and seminars as well as increased use of flyers and pamphlets to spread the word of their programs. One type of service that had a profound impact on participants was the ability to hold virtual expungement clinics through some law firms across the state. As the state started to re-open, grantees were able to make great progress in the number of individuals they were enrolling. By end of year, most were on track to reach their goals. As of June 30, 2021, \$2M of the funds have been expended, and 287 individuals have been served so far. The goal is to serve up to 759 participants, which grantees are confident they will reach. In fact, some grantees have started to have discussions about the possibility of over-enrollment within their own programs.

While L&I has extended this grant until June 30, 2022, there have already been questions from grantees about the possibility of it being offered again, due to the many positive impacts on this underserved population, including decreases in recidivism and attainment of full-time meaningful work.

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 PA's workforce system. As a result, some one-stop required and additional partners experienced financial challenges; thus, they were not able to fulfill some of their commitments as originally projected at the beginning of the program year. This resulted in other partners having to increase their contribution when required to cover infrastructure and other costs associated with operating the local service delivery system. Some areas experienced a reduction in expenditures because of suspended or terminated activities (e.g., security, reception, etc.) because of centers being closed. Those areas compensated by increased

cleaning/sanitizing activities to ensure a safe environment for their staff and customers. Some local board staff used one-stop funding to purchase furniture that could be easily cleaned; thus, reducing the risk of staff and customers contracting COVID-19.

Data Sharing Prohibitions

Integration of services between programs and agencies who provide workforce services is a tenet of WIOA. Pennsylvania continues to implement innovations to improve collaboration among programs and ensure seamless and efficient delivery of services to individuals seeking workforce services, no matter which “door” the individual enters. However, it remains challenging at times to articulate the level of this integration through data due to state and national prohibitions on data sharing and the cost of integrating established data systems across agencies. Strides have been made in this area; however, many staff and system resources are necessary to accomplish the 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 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 payments are determined by the value of the outcome to the employer. Employer payments will be deposited into a dedicated fund to support similar training initiatives 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 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.

In June 2021, the Federal Reserve Bank and Philadelphia Works co-authored a chapter in a newly launched book, *Workforce Realigned: How New Partnerships Are Advancing Economic Mobility*. The chapter amplifies the benefits, challenges, and potential return on investment risks with Pay for Success pilots.

Due to COVID-19, Philadelphia Works and Comcast had to pause PFS planning and implementation for over a year. As of October 2021, ongoing planning meetings have been reestablished between Philadelphia Works and Comcast to discuss timeline expectations, finalize program design changes, and review employment opportunities in a virtual environment. Philadelphia Works has also selected a training provider that specializes in developing customer service training content. The initial cohort is now expected to launch by the end of 2021.

Appendix A

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

	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	
	42000	42005	42095	42015	42020	42175	42030	42035	42055	42060	42070	42075	42080	42125	42130	42170	42090	42135	42180	42100	42165	42110	42145	42045	
Adult																									
Employment (Second Quarter after Exit)	73%	77%	77%	80%	75%	77%	73%	70%	77%	75%	77%	75%	73%	75%	77%	79%	70%	74%	79%	69.0%	81%	74%	80%	76%	
Employment (Fourth Quarter after Exit)	70%	72%	72%	75%	70%	76%	72%	70%	80%	72%	74%	75%	72%	77%	83%	77%	68%	72%	77%	68%	75%	71%	78%	77%	
Median Earnings (Second Quarter after Exit)	\$5,800	\$5,700	\$5,700	\$6,500	\$6,500	\$5,500	\$6,000	\$4,300	\$5,600	\$5,800	\$7,000	\$6,000	\$6,050	\$4,800	\$5,800	\$6,000	\$5,400	\$6,200	\$6,500	\$4,800	\$7,000	\$6,000	\$6,200	\$6,600	
Credential Attainment Rate	56%	60%	60%	74%	60%	64%	65%	73%	65%	65%	75%	60%	82%	75%	81%	74%	50%	80%	56%	55%	70%	75%	63%	70%	
Measurable Skill Gains	38%	50%	50%	65%	38%	62%	38%	72%	40%	38%	50%	38%	30%	42%	50%	70%	35%	40%	50%	25%	67%	67%	50%	30%	
Dislocated Workers																									
Employment (Second Quarter after Exit)	75%	80%	80%	80%	75%	87%	82%	80%	79%	82%	80%	77%	83%	83%	79%	88%	75%	78%	87%	81%	81%	83%	81%	82%	
Employment (Fourth Quarter after Exit)	76%	80%	80%	78%	78%	79%	76%	78%	79%	80%	80%	77%	81%	85%	77%	87%	75%	76%	85%	80%	81%	83%	82%	83%	
Median Earnings (Second Quarter after Exit)	\$7,800	\$7,800	\$7,800	\$8,100	\$8,500	\$7,900	\$8,600	\$8,500	\$7,900	\$8,000	\$8,500	\$7,400	\$9,675	\$7,500	\$7,850	\$11,200	\$7,000	\$7,800	\$9,100	\$6,600	\$9,000	\$9,000	\$7,900	\$9,000	
Credential Attainment Rate	58%	65%	65%	83%	60%	68%	65%	80%	65%	60%	75%	63%	83%	70%	75%	75%	44%	70%	65%	55%	75%	79%	70%	75%	
Measurable Skill Gains	32%	40%	40%	67%	32%	61%	32%	28%	37%	32%	50%	30%	30%	30%	52%	72%	29%	40%	40%	20%	60%	70%	50%	20%	
Youth																									
Employment (Second Quarter after Exit)	66%	64%	64%	73%	66%	62%	60%	77%	70%	75%	69%	65%	72%	65%	66%	58%	65%	65%	70%	68%	72%	66%	68%	68%	
Employment (Fourth Quarter after Exit)	58%	58%	58%	77%	65%	64%	60%	60%	67%	70%	66%	60%	70%	65%	60%	67%	65%	62%	71%	67%	72%	66%	60%	62%	
Median Earnings (Second Quarter after Exit)	\$2,750	\$2,200	\$2,200	\$3,900	\$2,750	\$3,300	\$2,750	\$3,200	\$3,200	\$3,000	\$3,900	\$2,750	\$2,150	\$2,800	\$3,000	\$2,750	\$2,200	\$3,250	\$3,300	\$3,000	\$3,000	\$3,000	\$3,500	\$2,700	
Credential Attainment Rate	72%	75%	75%	72%	60%	63%	72%	75%	65%	72%	68%	69%	50%	65%	65%	30%	73%	65%	70%	47%	75%	65%	65%	65%	
Measurable Skill Gains	57%	70%	70%	40%	50%	58%	57%	30%	46%	70%	65%	55%	66%	35%	50%	55%	52%	40%	60%	28%	65%	50%	52%	25%	
Wagner Peysers																									
Employment (Second Quarter after Exit)	64%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Employment (Fourth Quarter after Exit)	64%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Median Earnings (Second Quarter after Exit)	\$5,400	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Credential Attainment Rate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Measurable Skill Gains	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

Program Year 2021 Final Negotiated Goals by Local Workforce Development Area (LWDA) and Outcome Measure

	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
	42000	42005	42095	42015	42020	42175	42030	42035	42055	42060	42070	42075	42080	42125	42130	42170	42090	42135	42180	42100	42165	42110	42145	42045
Adult																								
Employment (Second Quarter after Exit)	75%	78%	78%	80%	75%	78%	75%	70%	79%	75%	77%	75%	75%	76%	78%	79%	70%	75%	80%	70.0%	81%	75%	80%	77%
Employment (Fourth Quarter after Exit)	71%	72%	72%	75%	71%	76%	72%	70%	80%	73%	74%	75%	72%	78%	84%	77%	68%	73%	78%	69%	75%	72%	78%	78%
Median Earnings (Second Quarter after Exit)	\$5,800	\$5,700	\$5,700	\$6,500	\$6,500	\$5,600	\$6,000	\$4,300	\$5,700	\$5,800	\$7,000	\$6,000	\$6,100	\$4,800	\$5,900	\$6,100	\$5,400	\$6,200	\$6,500	\$4,800	\$7,000	\$6,100	\$6,200	\$6,700
Credential Attainment Rate	58%	60%	60%	74%	60%	64%	65%	77%	66%	65%	75%	60%	82%	75%	81%	76%	50%	80%	58%	56%	70%	76%	63%	70%
Measurable Skill Gains	38%	50%	50%	65%	38%	64%	38%	30%	42%	38%	50%	38%	30%	42%	53%	71%	35%	40%	52%	25%	69%	67%	50%	30%
Dislocated Workers																								
Employment (Second Quarter after Exit)	78%	80%	80%	80%	78%	87%	82%	80%	79%	82%	80%	77%	83%	84%	79%	88%	75%	79%	88%	82%	83%	83%	81%	83%
Employment (Fourth Quarter after Exit)	78%	81%	81%	78%	78%	80%	78%	78%	79%	80%	80%	77%	81%	86%	78%	88%	75%	78%	86%	81%	84%	83%	82%	84%
Median Earnings (Second Quarter after Exit)	\$8,000	\$8,000	\$8,000	\$8,100	\$8,500	\$8,000	\$8,600	\$8,500	\$8,000	\$8,000	\$8,500	\$7,500	\$9,675	\$7,650	\$7,850	\$11,600	\$7,000	\$8,000	\$9,200	\$6,650	\$9,000	\$9,000	\$7,900	\$9,000
Credential Attainment Rate	59%	65%	65%	83%	60%	68%	65%	80%	65%	60%	75%	63%	83%	70%	77%	77%	44%	70%	66%	55%	75%	79%	70%	75%
Measurable Skill Gains	33%	40%	40%	67%	33%	61%	33%	28%	38%	33%	50%	30%	30%	31%	55%	72%	29%	40%	42%	20%	60%	70%	50%	22%
Youth																								
Employment (Second Quarter after Exit)	66%	65%	65%	73%	66%	62%	62%	77%	71%	75%	69%	65%	72%	66%	66%	58%	65%	66%	71%	69%	72%	66%	68%	68%
Employment (Fourth Quarter after Exit)	60%	60%	60%	77%	65%	64%	60%	60%	67%	70%	66%	60%	70%	66%	60%	68%	65%	63%	72%	67%	72%	66%	60%	62%
Median Earnings (Second Quarter after Exit)	\$2,750	\$2,300	\$2,300	\$3,900	\$2,750	\$3,300	\$2,750	\$3,200	\$3,200	\$3,000	\$3,900	\$2,750	\$2,150	\$2,800	\$3,000	\$2,750	\$2,800	\$3,250	\$3,400	\$3,000	\$3,000	\$3,100	\$3,500	\$2,700
Credential Attainment Rate	72%	78%	78%	72%	64%	65%	72%	75%	65%	72%	68%	69%	50%	66%	65%	30%	73%	67%	70%	48%	75%	65%	65%	65%
Measurable Skill Gains	57%	70%	70%	40%	57%	59%	57%	30%	47%	70%	65%	55%	66%	35%	55%	60%	52%	40%	60%	28%	65%	50%	52%	25%
Wagner Peyser																								
Employment (Second Quarter after Exit)	65%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employment (Fourth Quarter after Exit)	66%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Median Earnings (Second Quarter after Exit)	\$5,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Credential Attainment Rate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Measurable Skill Gains	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-