

ANNUAL REPORT TO THE SECRETARY

PROGRAM YEAR 2010



Commonwealth of Pennsylvania

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Pennsylvania Department of Labor & Industry

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1. REQUIRED NARRATIVES

1.1. PENNSYLVANIA'S WORKFORCE INVESTMENT ACT (WIA) TITLE I PERFORMANCE ANALYSIS

REQUIRED NARRATIVE, PART A Pennsylvania's Workforce Investment Act Performance 2010

The Commonwealth of Pennsylvania successfully met all nine of its performance goals for the fourth year in a row during Program Year (PY) 2010. Performance for eight of the nine common measures increased from PY 2009 levels. In addition, the commonwealth was able to exceed expectations in both the Youth Attainment of a Degree or Certificate measure and the Dislocated Worker Six Months Average Earnings measure. All Youth measures showed significant gains from last year's performance.

Pennsylvania's workforce performance measures improved as the effects of the Great Recession began to subside. Despite overall performance gains, however, the commonwealth's performance continued to be below pre-recession levels of PY 2008 for six of the nine measures. Adult and Dislocated Worker Entered Employment Rates lagged the most, down 6.2 and 12.7 percentage points respectively. These numbers indicated the continuing labor market challenges faced by job seekers with more than three unemployed (in Pennsylvania) for every online job posting. Furthermore, the total number of jobs available was limited with about one-half of jobs lost during the recession (in 2007) being added back into the state's economy (as of July 2011, Pennsylvania added 125,900 jobs of the 258,000 jobs lost).

From a cost effectiveness perspective, Pennsylvania's cost to achieve positive outcomes decreased for all nine common measures during PY 2010. The decrease in costs only applies to WIA Title I-B formula funds, and can be attributed to the following:

- 19.2 percent increase in the number of participants served across all programs – During the period February 1, 2010 through September 30, 2010, two Pennsylvania Departments, Labor & Industry (L&I) and Public Welfare (DPW), collaborated in an initiative called Pennsylvania's Way to Work (PWtW). At that time, Temporary Assistance for Needy Families (TANF) clients and TANF-eligibles whose household income was at or below 235 percent of the federal Poverty Income Guideline, who were enrolled in DPW's Employment And Retention Network (EARN) and participating in a subsidized employment or paid work experience activity, were co-enrolled into the appropriate WIA Adult, Dislocated Worker, or Youth program. Approximately 19,100 adults and 12,900 youth participated in PA's Way to Work initiative. Outcomes for the WIA Adults and Dislocated Workers were included in determining the performance measures through the length of the program and beyond. For the youth participants

enrolled in PA's Way to Work, a waiver was requested and was approved by the USDOL to exclude these participants from the youth performance measures during the summer months: May 1, 2010 through September 30, 2010. From October 1, 2010 onwards, those who were still enrolled in the WIA youth program were again included in the performance measures.

- The hallmark of PA's Way to Work was not only co-enrollment but also the leveraging of various funding streams: WIA formula Adult, Dislocated Worker, and Youth; ARRA WIA Adult, Dislocated, and Youth; WIA statewide funds; Temporary Assistance for Needy Families (TANF) employment and training; TANF Emergency Contingency Funds (ECF); TANF youth development funds and private foundation grants. For reporting purposes, local areas tracked the various funding stream expenditures separately. However, the two state agencies only collected reports for the funding streams that they were responsible for disbursing. For example, local areas reported expenditures on WIA formula and ARRA funds, TANF ECF, and TANF youth development funds to L&I, while reporting TANF employment and training expenditures to DPW. Those local areas that used private foundation grants reported their expenditures only to the funding source. Therefore, determining actual cost per participant or cost per placement is difficult. Consequently, the cost per participant data and cost for successful outcome data discussed below for the adult program showed a substantial decline from PY 2009 because it only took into account WIA Title I-B formula funds. In the future, the state intends to consider a reporting system that will account for all expenditures notwithstanding their source so that actual costs can be ascertained.

With the above caveat, what follows is a summary analysis of the cost effectiveness of each measure, including services provided within each cohort of participants.

Cost Comparison of Services and Outcomes

Methodology

For the purposes of this cost comparison, funding stream expenditures were divided by the number of total participants for the program year to derive a tentative cost per participant. Using this method, the cost per participant by funding stream for the program year was estimated as follows: Adults, \$1,740; Dislocated Workers, \$946; and Youth, \$3,665. To determine the cost to be successful in attaining employment, retention, and/or six-months wage earnings; the cost per participant was multiplied by the total number of individuals eligible for the performance measure, and then divided by the number of participants who succeeded in attaining the performance level.

Adults and Dislocated Workers

Adults

With nearly a 90 percent increase in the number of participants over PY 2009 levels and a 31.9 percent decrease in spending, Pennsylvania experienced the largest decrease of cost per participant for its Adult program. This large influx of participants was largely attributed to co-enrollment in the PA's Way to Work initiative which increased the number of Adults measured for the entered employment measure by 45 percent. For those Adults eligible to be included in the entered employment rate, it cost the state approximately \$2,465 for a successful entered employment; \$2,131 for a successful retention; and \$3,258 to meet or exceed the negotiated wage level of \$12,500. Over half (53.4 percent) of the Adult participants in the calculation had six-month average wage earnings that either met or exceeded the negotiated level, up 3.6 percentage points from PY 2009's result of 49.8 percent.

For those Adults who received training services and were eligible for performance measurement, the average cost for a participant to become employed was \$2,396 and to be retained in employment, \$2,128. The average cost for a participant to achieve a wage at or above the state's negotiated level was \$2,997. The average six-month earnings for those who received training services increased by \$355 from PY 2009's average of \$12,011.

For those Adults who received core (staff-assisted) or intensive services only, the average cost for a participant to become employed was \$2,524; to be retained, \$2,134; and to have a wage gain at or above the negotiated level, \$3,552. The average six-month earnings for those who received only core (staff-assisted) or intensive services increased by \$543 from what was observed in PY 2009 to \$11,075.

Additional analysis of Adult performance by highest level of service received revealed that individuals who received training services showed a greater percentage of achieving employment and exceeding the six-months earnings threshold than individuals who only received intensive and core services (see Table 1 below), indicating the increased benefits of training versus job search assistance. The data also illustrated that there was a shift toward more participants receiving training as compared to prior years.

Table 1 – Adult Participant Performance Outcome Success by Degree of Service

Measures	Core and Intensive	Training
Entered Employment Rate	68.9%	72.6%
Six Month Retention Rate	81.6%	81.8%
Exceed State Negotiated Six-Month Earnings Level (\$12,500)	35.0%	43.2%

Dislocated Workers

Pennsylvania experienced a 36.4 percent decrease from PY 2009 in the cost per participant for its Dislocated Worker program. With similar participant numbers to last year, this drop was due mainly to the decrease in WIA expenditures due to leveraging with other funds. The state's costs for Dislocated Workers who had a successful outcome averaged \$1,386 for entered employment, \$1,063 for employment retention, and \$1,573 for average six-month wage earnings that either met or exceeded the state's negotiated level. Of the Dislocated Workers included in this measure, the percentage of participants who met or exceeded the negotiated wage of \$15,750 increased to 60.2 percent, a 7.5 percentage point change from PY 2009.

The commonwealth's average cost for Dislocated Workers who received training services to enter employment was \$1,191; to retain employment, \$1,058; and to meet or exceed the state's negotiated average six-month wage earnings, \$1,532. For those Dislocated Workers who received core (staff-assisted) and intensive services only, the average cost to enter employment was \$1,577; to retain employment, \$1,076, and to have passing average wage earnings, \$1,621. Average six-month earnings increased by \$1,326 over the year for those who received training, and the earnings for those who received core and intensive services decreased by \$1,536.

A comparison of performance based upon the degree of service provided for Dislocated Workers showed a very similar dynamic to the Adult group (Table 2). Dislocated Worker data also illustrated a shift toward more participants receiving training

Table 2 - Dislocated Worker Participant Performance Outcome Success by Degree of Service

Measures	Core and Intensive	Training
Entered Employment Rate	60.0%	79.5%
Six Months Retention Rate	87.9%	89.5%
Exceeded State Negotiated Six-Month Earnings Level (\$15,750)	43.0%	43.0%

Youth Common Measures

Performance in all three of the Youth measures increased from PY 2009, with Youth Attainment of Degree or Certificate seeing the largest gain (8.0 percentage points). The gains made in the Youth measures are solely attributed to more positive outcomes of youths as the number being measured was relatively unchanged. This, combined with decreases in WIA expenditures, due to leveraging with other funds, led to a substantial drop (37.0 percent) in the cost per successful youth participant.

Youth Placement. The in-school youth eligible for performance measurement was nearly identical to the out-of-school population during PY 2010. In PY 2010, there were 1,538 in-school youth who were counted in the youth placement measure as opposed to 1,547 out-of-school youth. The placement rate for the in-school youth was 55.6 percent (up from 46.9 percent last program year) while out-of-school youth showed a placement rate of 57.5 percent (up 3.0 percentage points from last year). The state average for this measure was up 6.0 percentage points from the previous program year to 56.5 percent. The approximate cost per person to have a successful youth placement was \$6,491, down 43.6 percent from last year.

Youth Attainment of Degree or Certificate. The youth attainment measure was one of Pennsylvania's best outcomes for program year 2010. At 74.8 percent (8.0 percentage points higher than last year's level of 66.8 percent), the commonwealth was able to exceed its negotiated goal of 65 percent. Looking closer at the performance of in-school youth (61.2 percent) and the out-of-school youth (98.1 percent), both cohorts increased performance by over 7.0 percentage points from their PY 2009 levels. It cost the state approximately \$4,899 per participant for a successful attainment, down nearly 44.0 percent from last year.

Youth Literacy and Numeracy. The statewide performance level for Literacy/Numeracy improved from PY 2009 – up 3.4 percentage points to 49.8 percent. The number of youth meeting this measure increased from 741 to 776, while the total possible

participants decreased—1,596 to 1,559. For these youth to attain a literacy/numeracy gain, it cost the Commonwealth approximately \$7,364 per youth, down 41.0 percent from last year.

As was the case in the previous two years, 18 and 19 year olds were the two largest age groups in terms of literacy/numeracy participants and collectively made up over half of the total youth served (54.3 percent). All individual age groups had similar success rates, ranging from 47.6 percent (16 year-olds) to 51.5 percent (17 year-olds). Comparing older youth versus younger youth, older youth comprised the majority of participants (nearly 58 percent). However, the success rates were nearly equal (50.4 percent for younger youth compared to 49.6 percent for older youth).

Another factor affecting the literacy and numeracy measure is that nearly 48.0 percent of the total population of youth included in the Literacy and Numeracy measure come from three local workforce investment areas: City of Pittsburgh, Philadelphia, and Allegheny County. These three areas drive the commonwealth's performance for this measure, and their strategies to concentrate on hard-to-serve populations have a major impact on the state's overall performance.

Performance Outcome Time Frames

The U.S. Department of Labor (USDOL) Employment and Training Administration (ETA) has mandated specific time frames for performance measure reporting. The Youth Literacy and Numeracy performance cohort time frame was discussed earlier. The remaining performance time frames, including the Table M and O participant and exiter counts, are as follows:

Participant Levels

Participants: By funding stream, those WIA participants who were receiving reportable workforce development services at any time during the program year (July 1, 2010 through June 30, 2011).

Exiters: By funding stream, those WIA participants who exited between April 1, 2010 and March 31, 2011.

WIA Adult/Dislocated Worker

Entered Employment Rate. Those WIA participants who received either Adult or Dislocated Worker funding who were determined to have finished, or exited, reportable workforce development services between October 1, 2009 and September 30, 2010.

Six-Month Retention Rate: Those WIA participants who received either Adult or Dislocated Worker funding who were determined to have finished, or exited, reportable workforce development services between April 1, 2009 and March 31, 2010.

Six-Month Average Earnings: Those WIA participants who received either Adult or Dislocated Worker funding who were determined to have finished, or exited, reportable workforce development services between April 1, 2009 and March 31, 2010.

WIA Youth

Placement (in Employment or Education) Rate. Those WIA participants who received Youth funding who were determined to have finished, or exited, reportable workforce development services between October 1, 2009 and September 30, 2010.

Attainment of Degree or Certificate Rate. Those WIA participants who received Youth funding who were determined to have finished, or exited, reportable workforce development services between October 1, 2009 and September 30, 2010.

Literacy Numeracy Rate. Those WIA participants who received Youth funding, who were out of school and basic skills deficient who were determined to have finished, or exited, reportable workforce development services between July 1, 2009 and June 30, 2010.

Report Tables

The following report tables are provided as modified due to waiver requirements: Tables B, C, D, E, F, G, H, L, M, N, and O. Table H.1.A has also been included, which contains subpopulation breakouts of the Youth Common Measures. The report tables can be found in Appendix 1.

1.2. VETERANS PERFORMANCE

Employed and unemployed veterans who self-enroll on the Commonwealth Workforce Development System (CWDS) may never walk through the doors of their local PA CareerLink® offices to hear about the varied services available to them. They could be missing out on training and development opportunities. The veterans may not realize that they are priority customers of the workforce system. The CWDS provides access to lists of persons who have applied for unemployment compensation (UC) benefits. Veterans are identified during the UC intake process. This information is compiled into a database that can be used to identify cohorts of individuals by any number of identifying characteristics. The staff at PA CareerLink® centers have used reports to identify and reach out to 67 groups of veterans and covered persons to provide group and individual services that were customized to their needs. Veterans’ representatives throughout the commonwealth conduct outreach with businesses, service providers, veterans and community organizations. The veterans’ representatives are visible and often an integral part of job fairs, Veterans Administration Hospitals, homeless shelters and halfway houses.

Effective July 22, 2010, the Commonwealth of Pennsylvania negotiated Veteran Service Performance Goals with the United States Department of Labor-Veterans (USDOL-VETS) for Program Year (PY) 2010. The commonwealth did not meet all of its goals. However, significant positive increases occurred from the first to third quarter of PY 2010 as shown in the four tables immediately below:

Table 1.2.1 – Disabled Veterans’ Outreach Program (DVOP)

Category	Goal	1 st Quarter Achieved	3 rd Quarter Achieved
Disabled Veterans EER Following Staff Assisted Services	52%	53%	55.7%
Disabled Veterans ERR	79%	79%	79.8%

Table 1.2.2. – Veterans’ Employment Representative Program (LVER)

Category	Goal	1 st Quarter Achieved	3 rd Quarter Achieved
Recently Separated Veterans EER (Following Staff Assisted Services)	62%	54.9%	60.4%
Recently Separated Veterans ERR	79%	77.1%	75.6%

Table 1.2.3. – DVOP/LVER Consolidated

Category	Goal	1st Quarter Achieved	3rd Quarter Achieved
Veterans EER Following Staff-Assisted Services - Weighted	68%	53%	57%
Veterans ERR	79%	76.0%	78.1%
Veterans Average Earnings (AE)	\$14,000	\$14,709	\$15,703

Table 1.2.4. – PA CareerLink[®] System

Category	Goal	1st Quarter Achieved	3rd Quarter Achieved
Veterans Entered Employment Rate (EER)	56%	47.9%	58.4%
Veterans Employment Retention Rate (ERR)	79%	77.5%	79.3%
Veterans Average Earnings (AE)	\$14,100	\$13,965	\$14,989
Disabled Veterans EER	51.9%	41.4%	54.1%
Disabled Veterans ERR	77%	75.9%	76.3%
Disabled Veterans AE	\$14,581	\$14,484	\$15,487

1.3. WAIVERS AND THE STATUS OF STATE EVALUATIONS

Waivers: Pennsylvania's Strategic Approach

State and Local Flexibility

Pennsylvania's approach to increasing the effectiveness of economic and workforce development incorporates state and local flexibility that promotes the development of workforce system strategies and programs that are agile and relevant. Maximum flexibility to customize state and local implementation of workforce system components for the best fit in existing conditions is a hallmark of the Workforce Investment Act of 1998 (WIA). This flexibility has created a system that is responsive to the needs of the community, maximizes available resources, and supports continuous improvement. The commonwealth views this as a primary workforce system principle and having achieved the establishment of a collaborative workforce system environment, a positive outcome results.

Strategic Toolkit

On the local level, a key component of such flexibility has been the availability of a strategic toolkit—one with a variety of tools that may be selectively chosen and used when designing or redesigning local workforce strategy to improve effectiveness.

As with an actual toolkit, only the tools that are best for the task at hand are used. Other tools are used as the nature of the task changes. The toolkit must contain two crucial characteristics. First, it must be well stocked. Second, it must be well researched and carefully selected for its potential worth.

For these reasons, Pennsylvania requested approval of waivers designed for both immediate use in current workforce strategies and for contingent use as an option to incorporate in state or local strategies as the need may arise.

Evolving Federal Approach to Waivers

In recent years, the United States Department of Labor (USDOL) Employment and Training Administration (ETA) took a position regarding waiver approval and use that does not support Pennsylvania's successful local waiver strategic toolkit model. USDOL guidance requires that evidence of use during the current program year accompany a state waiver extension request.

Because the heart of the strategic toolkit model is the actual availability of USDOL-approved waivers either (1) for local workforce investment board consideration of the potential benefit and possible use when planning local workforce development strategy, or (2) for contingency implementation in the event that circumstances arise making usage a necessity, a waiver may not be implemented. Waiver implementation notwithstanding, contingency planning does make use of the waiver. As a contingency, the waiver provides local boards with an option to quickly respond to rapid change such as funding cuts, rescissions, mass layoff, or even periods of economic prosperity and receipt of additional funds. Any of these may change the demographic of the customers who need assistance and the scope of services needed.

Reevaluating the Pennsylvania Waiver Strategy

Waiver use and impact research during program years (PY) 2008 and 2009 brought the state limited, though valuable, qualitative insights regarding waiver strategy. These provide a better understanding of Pennsylvania waiver strategy dynamics as practiced at the local level.

During August and September 2011, the commonwealth conducted a qualitative study utilizing a survey. The study collected anecdotal information about waivers from local workforce investment boards for Mathematica Policy Research (<http://www.mathematica-mpr.com>) for a national study commissioned by USDOL ETA. Primarily, the commonwealth sought further insights into how waivers factor into local decisions in the development and evaluation of local workforce development strategy which, in turn, would inform the commonwealth's strategic approach to waivers. The study also satisfied the requirements for both the "status of evaluation studies" and waiver impact in Pennsylvania's *Annual Report to the Secretary for Program Year 2010*.

The study is yielding anecdotal data that, through its evaluation, is enhancing the commonwealth's understanding of local dynamics regarding waiver use and impact. Preliminary study findings show an impact on the development of state-level waiver strategy. A waiver workgroup is investigating waiver effectiveness. An expanded workgroup of state- and local-level staff will be organized to continue the research to better understand the role of waiver use in the local workforce system. The latter group will determine the need and effectiveness of existing waivers and also identify strategic and procedural improvements that may be adopted to ensure:

- potential waiver benefits are clearly communicated and considered
- alignment with USDOL strategic direction and waiver policies
- local alignment for statewide strategies
- waiver impact can be measured and analyzed

August-September 2011 WIA Waiver Study

Evaluation Methodology

The Pennsylvania study collected data on six WIA waivers for the Mathematica Policy Research study.

USDOL approved all the waivers in the study for PY 2009 and PY 2010. The youth procurement waiver was effective only for summer 2009. The study included the following waivers:

- **Adult-Dislocated Worker (DW) Funds Transfer waiver:** A 30 percent maximum transfer between WIA Adult and Dislocated Worker funding streams, allowable under WIA provisions and annual federal appropriations provisions, is waived to allow a maximum transfer of 50 percent. The waiver does not apply to ARRA funds.

- **Local Formula Funds for Incumbent Worker Training (IWT) waiver:** The waiver permits use of up to 10 percent of local workforce investment area adult and DW formula funds to be used for Statewide Activities incumbent worker training as part of a layoff aversion strategy.
- **Customized Training (CT) - Sliding Scale Employer Contribution waiver:** Customized Training (DW and Adult formula funds) waiver allows local flexibility of the required 50 percent customized training employer match, instituting a sliding scale from 10 percent to 50 percent for employer match as follows: 1) no less than 10 percent for employers with 50 or fewer employees; and 2) no less than 25 percent match for employers with 51-250 employees. For employers with more than 250 employees, the current statutory requirements (50 percent match) continue to apply.
- **On-the-Job Training (OJT) - Sliding Scale Employer Reimbursement waiver:** On-The-Job-Training waiver replaces the statutory required 50 percent employer reimbursement of the wage rate with a graduated scale based on the size of the business. The waiver permits a match of 1) up to 90 percent for employers with 50 or fewer employees; and 2) up to 75 percent for employers with 51-250 employees. For employers with more than 250 employees, the current statutory requirements (50 percent reimbursement) continues to apply.
- **Competitive Procurement for ARRA Youth Elements waiver:** Statutorily-required procurement requirements are waived for local workforce investment boards to 1) expand existing competitively procured contracts, and/or 2) conduct an expedited, limited competition to select service providers to quickly implement the 2009 ARRA summer youth program. The waiver was approved for use from May 1 through September 30, 2009.
- **Individual Training Accounts (ITA) for Older Youth and Out-of-School Youth waiver:** The waiver provides local flexibility by allowing Older and Out-of-School Youth to use ITAs and the approved training provider program list authorized for WIA adults and dislocated workers.

The study employed a survey questionnaire to collect data by soliciting written responses from local board staff directors. Appendix 2 contains the survey. The commonwealth contains 23 local workforce investment areas. Twenty returned completed surveys. The following table indicates how many local boards implemented each waiver.

Table 1: Use of Specific Waivers per the 2011 Waiver Survey

Waiver	Total
Adult Dislocated Worker	5
Local Funds for Incumbent Worker Training	0
Customized Training – Sliding Scale Employer	1
On-the-Job Training – Sliding Scale Employer	2
Competitive Procurement for Youth Elements	9
Youth Individual Training Accounts	11

The commonwealth sought to gain insights and perspectives about waiver activities at the local level and examine how waiver implementation may have affected the workforce system, the services that were delivered, and outcomes including both anticipated and unanticipated effects.

The commonwealth envisioned the local waiver process as follows:

The commonwealth notifies local workforce investment boards regarding waiver approval, availability, objectives and goals. Local board staff assesses potential waiver usefulness in the local workforce investment area, e.g., how the waiver may be advantageous in design of local strategy.

Local board staff presents waiver pros and cons, with recommendations, to the local board for consideration. If the local board approves waiver use, strategic planning follows. The local board submits a waiver implementation request to the commonwealth, and a Local Plan modification, if applicable.

After approving the implementation request, the commonwealth closely monitors activities to ensure planning alignment and to evaluate any possible issues. In this manner, ongoing assessment allows the commonwealth to ascertain whether the waiver meets its potential.

The local board periodically evaluates its strategy, e.g., at the end of a program year. The evaluation includes an assessment of the waiver's value.

Experience from PY 2008 and 2009 waiver impact research provided insight into shortcomings of the research methodology designs and consequently led to improvement in design for the August-September 2011 study. This study was based on anecdotal data, and the

design lacked response validation. Due to a compressed timeframe for conducting the survey and analyzing responses, survey recipients only had four business days to respond to the questions. Any observations or conclusions resulting from evaluation of the survey responses must appropriately consider the nature of both the data and the methodology.

Analysis of Survey Responses and Preliminary Findings

Local Workforce Investment Board Awareness of Waiver Availability

The commonwealth provided notification to the local workforce investment areas about the waiver availability. Additional information is published on the commonwealth's website, included in the state's plans, and outlined in the ARRA guidance memoranda. An email was distributed by the Bureau of Workforce Development Partnership (BWDP) Director explaining that the waivers were on the PA Workforce website. The commonwealth held informational presentations and discussions at local board of directors meetings, Pennsylvania Partners conferences, technical workgroup meetings and other forums.

The state solicited responses to gather information on local board awareness of waiver's availability for use. The responses indicated an awareness of waivers for local use citing multiple sources.

Local Perception of Commonwealth Waiver-Related Efforts

A number of survey questions asked for local perceptions of Pennsylvania's communication with local boards regarding waivers, in particular, the commonwealth's promotion and support of waiver use. Responses have helped the commonwealth to assess the quality and effectiveness of these efforts. This assessment would be used as a variable in evaluation of survey results.

Fifteen of twenty survey responses received indicated that the commonwealth provided guidance on waiver use. One response added that the commonwealth should have done more.

Asked whether the state clearly promoted waiver use, slightly more than half of local boards agreed (11 of 20 responses received). For respondents indicating *yes*, all but one also indicated that the state had done follow-up to ensure the message got through. One response was *distributed, not necessarily promoted*. This response may indicate that the commonwealth needs to improve communication or provide more technical assistance.

Nearly two-thirds of local boards responding to the survey (13 of 20) indicated that the commonwealth had not consulted with them to ensure that the local board staff had researched how waiver usage might positively impact the local area. Thirteen of twenty responses also indicated that the commonwealth had not consulted with local boards to ensure that the staff had provided pros and cons and recommendations for waiver use for board members' consideration. One response stated that *a specific instance cannot be recalled; however the local workforce investment board can not ensure that they were not consulted on this topic at some point in time.* This response may be an indication that the commonwealth needs to provide research findings, points for strategic consideration, or additional direction regarding the potential benefits offered by a waiver to the local areas.

Focus for Waiver Workgroup consideration: The survey confirmed what the commonwealth anticipated from responses regarding a gap in its waiver promotion and follow-up for the two program years covered by the study. While awareness of a waiver was commonly held—16 affirmatives were the fewest for knowledge of any particular one—the workgroup will discuss ideas to communicate more fully of both the benefits and promotion of a waiver including use of an intranet system among local workforce investment areas, PA CareerLinks® and BWDP. This discussion should further consider how implementation of a waiver might be used as a model to be translated easily and readily into different local workforce investment areas. Another point to be considered is how waiver impact can be measured and analyzed that accounts for and synthesizes both anecdotal and quantitative measures. On a broader scale, consideration should be given to creating a manual covering basic definitions and procedures.

Adult-Dislocated Worker Funds Transfer waiver

This waiver keeps both Adult and Dislocated Worker program activities adequately funded. Some examples of responses:

The ability to transfer gives the locals flexibility to meet the needs of customers accessing services. It's impossible to predict the mix of customers from year to year.

The waiver could be used to meet current demand which consisted of dislocated workers instead of WIA adults.

The transfer of funds allows the [local workforce investment area] to avoid disruption in the availability of training for WIA registered Adult & DW participants, particularly when a funding stream is exhausted.

The pros of transferring DW funding to adults were that we could serve more adults of which we had seen more in PY 2009 and 2010 than DW.

Strategic advantages of transfer authority, particularly waiver availability, ranged from increased services for target populations to allaying the need to reduce services when one depleted a particular fund but a different fund could be tapped to fill a strategic need. This flexibility is extremely beneficial when providing effective local services.

In some cases, waiver use appears to have been strategically planned to meet anticipated needs identified through assessment of local economic indicators and other relevant methods. In other instances, the waiver served as a safeguard to be used in a contingency, i.e., as unanticipated circumstances necessitated during the program year.

One survey response suggests strategically planned waiver use to fund a targeted workforce initiative:

Staff discussed available DW funding that could be transferred to Adult to conduct needed healthcare training initiative that resulted in full employment. The transfer authority allowed the ability to make much needed funds available for training in growing healthcare field to provide employment opportunities to adults.

The ability to transfer the funds readily allowed for the successful training and employment of adults in well-paying health care-related occupations.

Some local boards did not utilize this waiver in the aforementioned manner. For example, one response stated that the local board program design *provides a balance of services funded by WIA Adult and Dislocated Worker, and the local workforce investment board has never needed to transfer funds to meet planned services or performance.* Yet other survey responses indicated a potential need to transfer funding during a program year as circumstances necessitate which may or may not materialize. However, when a waiver is needed, it often represents the critical flexibility necessary to immediately address the needs of those seeking services at the time.

Here are three examples of transfer waiver responses:

The [local board] determined there was not a need at the time for this waiver. However, with decreased funding and an increase in those exhausting [Unemployment Compensation (UC)], we may find that this waiver would be useful in the future as we expect to see an increase in our adult population.

[The local board] did not use the waiver in the last two years because there has not been a need; however, it is anticipated that we will use it this year. As WIA formula funds shrink, this waiver gives local areas flexibility in serving the clients that walk into the [PA] CareerLink. Everyone is considered an Adult for core services when they walk into the [PA] CareerLink until they become identified as a Dislocated Worker. From reviewing data and staff time sheets on the [PA] CareerLink, it looks like [the local board] will need to move funding into Adult from Dislocated Worker this year. Because [the local board] does not have sufficient Adult funding, we will need to transfer funds which is being projected at more than the allowable 20% by WIA Section 133(b)(4). In order to provide a seamless service delivery system, [the local board] needs to be able to provide core services from Adult funding. If we run out of Adult funds, we need the capability to transfer funds.

We did not use the waiver but considered a transfer in excess of 30% mid-year. Having the waiver gave us the ability to have a back-up plan when funds ran short. At the time we were considering a large transfer, ARRA funds became available

Usage of the Adult-DW waiver is necessary only when a funding transfer exceeds 30 percent (20 percent allowable by statute and an additional ten percent allowable through authorization included in annual federal appropriations). A number of survey responses indicated that anticipated funding transfers would not require waiver use.

One local board's decision not to use the waiver also applied to funding transfers in general, stating *the Board concluded that the amount of funds available for each [WIA] Title was sufficient, and any transfer would be detrimental to the customers from the [WIA] Title which the transfer came from.*

Another survey response indicated that *there are generally not enough funds to transfer Adult to Dislocated Worker, adding that we were able to obtain other DW funds if needed.* The local board planned for contingency funding, identifying alternative sources to be used if necessary. The local financial strategy, focused on leveraging funding other than WIA formula allocations, suggests a possible alternative to Adult-DW funding transfer with or without waiver use; however, the success of the approach is of course dependent upon identification of such available funding to leverage. It should be noted that in some instances Rapid Response funds and statewide ten percent discretionary funds have been made available to local workforce investment areas to serve dislocated workers when available formula DW funding levels became insufficient to provide such services.

Of the local boards that applied for and received approval to use the waiver, survey results indicate that actual waiver implementation did not occur. A majority of survey responses

indicated that the local board had developed a Local Plan modification and submitted it to the commonwealth for approval but may not have needed to make a transfer. Other responses indicated that a Local Plan modification was not necessary because language was already in place in the Local Plan allowing for use of waiver as necessary.

Having the waiver available in the commonwealth's strategic toolkit in case of contingencies allowed local areas to consider the possibility and insert language into the plan in anticipation of such a need.

Survey responses cited the circumstances that prompted a decision to transfer funds using the waiver. As would be expected, many local boards found it necessary to transfer adult funds into the dislocated worker funding stream. One reason was described as *one of the most severe economic recessions since The Great Depression, and a significant increase in the number of dislocated workers requesting services.*

Two responses, however, indicated transfer of dislocated worker funding to the adult funding stream. One cited the *constant expensing of adult funding and the need to serve more adults*; the other stated that the *funding transfer was needed to make available the healthcare training for adults; otherwise [the] program could not have been conducted.*

Focus for Waiver Workgroup consideration: Develop suggestions to local boards to have modification language inserted into Local Plans in anticipation of transfers or have a modification with standardized language prepared for use as needed for commonwealth approval.

Local Formula Funds for Incumbent Worker Training waiver

The waiver was not used by any local workforce investment board during the study period. If the local board determined not to use the waiver, notable reasons provided by responses were:

Local employer demand for incumbent worker training was low or non-existent.

Funds were used to serve the increased number of dislocated workers throughout the Region.

[The local board] did not consider this waiver. According to our priority of service policy, incumbent workers would fall into our last priority category. Unfortunately, because [the local area's] formula funds have decreased in recent years (not counting

ARRA), the local area has not been able to provide training services to all the people who fall into the higher priority levels. Therefore, [the local board] has not utilized local funds for incumbent workers because we had needs with adults and dislocated workers who were not currently working. [The local board] has always served the neediest first in its priority of service policy. In addition, [the local board] was awarded Industry Partnership Training funds which were utilized for incumbent workers.

[Funding] for incumbent worker training was available through Industry Partnerships, WedNet [<http://www.wednetpa.com/>] and other economic development entities. WIA funds were used to support PA CareerLink[®] infrastructure costs and job seeker training in high priority occupations.

Focus for Waiver Workgroup consideration: The waiver request was initially approved when Pennsylvania was experiencing a period of very low unemployment. The workgroup should consider if the waiver is relevant under the current economic conditions and if a model may exist that gives the commonwealth and local areas greater foresight to take a proactive role in preparation of fund transfer(s). Scenarios for usage may need to be developed and discussed to demonstrate the conditions where waiver usage may lend itself to a strategy that stimulates or promotes increased opportunities of significant impact

Customized Training - Sliding Scale Employer Contribution waiver

Local boards indicating that they did not consider the waiver's potential usefulness provided reasons that fall into three categories:

1. No reason to change statutory 50 percent match:

The [local area] had enough CTs at 50-50 – didn't need incentive of sliding scale

Despite considerable outreach to targeted employers, no employers cited cost as a barrier to customized training.

2. Alternate resources were used for customized training

[Alternate resources were] available in the community

[Alternate resources were] available through other grants (federal dollars)

Employers cited other resources such as staffing agencies and training institutions as a better source for qualified applicants. [The local area] is rich in training providers and staffing agencies. WIA participant eligibility, training plans, and fiscal monitoring were listed as concerns.

The [local board] decided not to use this waiver. Due to limited funds, the local board] decided to use most of the funds for ITA's and OJT's. The [local board] is the Fiscal Agent for the... Industry Partnership Grant for Northeastern PA. This allows for employers to access Customized Training.

3. Consistency with employer contribution:

The [local board] did not utilize this waiver. The [local board] was more interested in being consistent with the employer's contribution when or if the waiver ended.

The following response is an example of beginning stages of one local workforce investment board's waiver implementation process:

The use of this waiver was requested by the fiscal agent. Following this approval, [customized training] vendors were informed of employer match sliding scale requirements. Final awards to providers of [customized training] programs were made based on employers' ability to comply.

Using this waiver increased the ability to serve the small-or mid-sized employer. However, local areas only utilize a 50 percent match so it can *demonstrate true commitment from employers and an investment in the contract*. Some areas find that the 50 percent commitment presents a hardship to some employers.

Focus for Waiver Workgroup consideration: The effects of the sliding scale for the small- or mid-sized employer will be considered as to whether this specific aspect might be promoted or training events shared for employers in the same industry for greater economies of scale and shared costs.

On-the-Job Training - Sliding Scale Employer Reimbursement waiver

Some local workforce investment boards used the sliding scale as an incentive to recruit more employers. Others, however, chose not to use the sliding scale in order to have more funding available to recruit a greater number of employers, i.e., if the local formula funding percentage used for any one employer was more than 50 percent, then less funding would remain

for recruitment of other employers. The 2011 survey responses provided more insight into this rationale.

Local boards that determined not to use the waiver provided a variety of reasons such as:

We currently do not offer On-the-Job Training in our service mix.

The [local area] has staff dedicated to Business Services and conducts extensive outreach. Employers have not cited cost as a barrier to OJT. Employers prefer applicants to have needed skills at the time of hire and did not see using current staff to train new hires as cost effective. [The local area] has numerous training providers that can meet employer needs while staffing agencies can recruit, payroll, and “weed out” poor performing employees. WIA requirements and WIA participant eligibility are also key barriers.

The [local board] maintained the 50% OJT employer match. History had shown that a sliding scale percentage was not been a determining factor in an employer’s decision to enter into an OJT contract.

We didn’t request this waiver for approval in our formula funds as this was not determined to be a need in our local area. We have, however, utilized this sliding scale through the [National Emergency Grant (NEG)]-OJT Contract as this is a requirement of the grant. Our intent is to survey staff and employers to help to determine if this is significant in the operation of the OJT program.

[A] Subcommittee was formed to discuss the potential usefulness of this waiver and how to increase the # of OJT opportunities in our local workforce investment area; it was determined the existing OJT maximum wage reimbursement was restricting our contractor's ability to serve smaller employers, especially in the healthcare industry. It was determined to implement the waiver to better serve these employers, as well as our participants.

The local workforce investment area did consider the possibility of making available OJTs to qualifying participants but trying to convince employers to do OJT was the deterrent to using this waiver.

[The local board] did not consider this waiver. In the last several years, [the local board] had limited OJTs because local needs indicated the use of funds for ITAs for classroom training. Because this year we are focusing more on OJTs, [the local board] may review this waiver if it is still available in the future.

The [local board] did not utilize this waiver. The [local board] was more interested in being consistent with the employer's contribution when or if the waiver ended

We didn't request this waiver for approval in our formula funds as this was not determined to be a need in our local area. We have, however, utilized this sliding scale through the NEG-OJT Contract as this is a requirement of the grant. Our intent is to survey staff and employers to help to determine if this is significant in the operation of the OJT program.

Some local board prefer the statutory 50 percent match over the sliding scale because it applied universally to all OJTs, and the local boards did not want any possible repercussions from businesses who received 50 percent while another received 90 percent reimbursement.

Survey responses regarding evaluation of waivers that had been implemented indicated varied results:

It was determined on evaluation that the waiver for smaller-sized employers did not have significant impact on writing contracts for OJTs

Although it was expected that this waiver would impact smaller employers, no significant impact was realized

Employer participation... was not significantly impacted by waiver implementation

Details of how one local workforce investment board implemented this waiver follow:

An outreach campaign to companies was planned, materials were developed, and the sliding scale was communicated to the business community through the local chamber of commerce, Society for Human Resource Management (SHRM)[<http://www.shrm.org/>], industry partnerships, Manufacturers Resource Center [<http://www.mrcpa.org/>], and through WIA participants themselves. PA CareerLink staff and partners were made aware of the OJT sliding scale. OJT Master Agreements and OJT Addendums were revised to reflect the application of the sliding scale reimbursement.

Worth noting are one local board's responses to the questions indicated below:

What were the actual returns from waiver use versus the planned?

Due to economic conditions we saw a similar number of OJTs written as in the previous year with Adult and Dislocated funds, but saw an increase in youth OJT's.

How did the waiver, as implemented, affect program resources and employment and training strategies?

The large majority of OJT's were for small employers, which in turn created more opportunities for job seekers.

How did this waiver, as implemented, support the strategic use that was planned for the waivers?

The higher reimbursement rates contributed to a more marketable product that created more interest from employers. Job seekers were more inclined to market their eligibility for OJT funding due to the higher potential reimbursement rates to employers.

Two local boards provided the following responses to the questions, 'How effective was the sliding scale formula?' and 'What would improve it?'

More small-, medium-sized, and new employers participated.

The formula was acceptable but it didn't achieve the anticipated impact.

The survey responses relating to the OJT sliding scale waiver provide insights into local perspectives on the waiver's value, and the means used to determine its value such as identification of necessary considerations before deciding to use the waiver. From the responses, one gets a sense of the dynamics of waiver implementation. Variables are identified which primarily influence those dynamics, and are themselves influenced by the dynamics. Survey responses relate the impact of the waiver's use, as determined from post-program evaluation. Evaluation of this data reveals that the impact varies considerably across local workforce investment areas, highlighting the need for – and importance of - conducting further research to identify the significant factors contributing to those differences.

Focus for Waiver Workgroup consideration: Strategy should be considered to inform local boards about positive outcomes and feedback. Technical assistance may need to be developed for local outreach, contracting processes and communication. Consideration should be given as to this waiver's effects on and benefits to the small- and mid-sized employers in developing a strategy for creation of a more skilled workforce and jobs for them.

Competitive Procurement for ARRA Youth Elements waiver

Local board reactions to this waiver were mixed. Nine of the respondents had used this waiver. Survey responses indicated that some local boards found the waiver to be valuable for getting a quicker start to the summer program and used the waiver to extend current a provider's contract.

Other local boards did not use the waiver because (1) their procurement process began in January or December of the previous calendar year, and with ARRA's enactment in February 2011 and the waiver becoming an option even later, the procurement process had already been completed, and (2) the local board wanted to use ARRA funding to innovate and/or to try out new providers.

The following responses are examples of these approaches, including discussion on the pros and cons of waiver use:

Use of the waiver enabled the [local board] to quickly engage the services of the two present youth service providers in the two county area. Considering the Commonwealth's desire to roll the ARRA Summer Youth program as quickly as possible, the waiver enabled the [local board] to develop and implement summer youth employment opportunities for eligible individuals in a timely manner. Historically, the [local board] does not receive a great number of responses to the youth Request For Proposals [RFP], so the [local board] believed limiting the competitive procurement for the summer program only would not be a detriment. In addition the [local board] had a concern about the length of time needed to bring a new youth service provider "up to speed" with program regulations and requirements in order to deliver the program services.

[The local board] needed to get summer youth program implemented quickly and "hit the ground running" under ARRA to get youth into employment. No time for competitive bid process and had experienced subcontractors that were familiar and successful with the youth program.

The pros of using the waiver were that [the local board] could use their existing contractors within the PA CareerLinks® who were experienced with recruiting and operating a summer youth program. The cons of a waiver meant that [the local board] would not have the opportunity to discover other youth providers who could have possibly implemented an effective youth program on short notice.

[The local board] has always procured youth services. With reference to ARRA youth waiver, [the local board] utilized existing Youth Providers for ARRA youth funding for summer projects, which was documented in the State approved ARRA Local Plan. [The local board] did, however, procure ARRA Youth for additional use of funds for innovative projects.

We did not see the need for this waiver because we had enough interested providers through the RFP process.

The LWIA didn't use the waiver for several reasons. The first is that the existing youth service providers were at full capacity. In order to meet demand and create new and innovative projects, new services providers were needed. Second, enrollment requirements were different and more intensive under ARRA. To that end, two RFPs were let in 2009. The first RFP focused on securing subcontractors to implement Summer Only Employment Opportunities. This procurement process was issued in March 2009 and contracts begin 5/1/09. The 2nd RFP focused on securing subcontractors for out-of-school youth services during the time period of 9/1/09-6/30/11.

The [local board] decided that using its current RFP process was the most appropriate and effective way to procure services.

In the event [the local board] would be required to RFP for a Youth Provider, the [the local board] issued an RFP before the waiver was issued. It was felt that the providers could not delay the process by waiting to find out whether or not the waiver was approved. As it turned out, [the local board]'s existing contractors were awarded the contract.

In PY09, existing competitively procured contracts were expanded to include allowable services under the ARRA summer employment funding. An RFP was issued for PY10 seeking proposals to provide services under the Workforce Investment Act, TANF Development funding and ARRA funding.

The LWIB modified the existing youth contracts with the youth provider.... Developing Summer Work Experience sites was already part of the executed contract. The LWIB needed the number of sites expanded because of the reception of the ARRA Youth funds.

Three local boards indicated both use of the waiver to extend an existing contract and procurement of an additional youth services provider through a competitive bid process.

Extended existing contracts & issued a Letter of Intent (LOI) to operate summer youth programs. Providers of year-round youth services were primarily considered and contracts extended. LOI issued to obtain additional providers and serve as many youth as possible.

Extended the existing [WIA] Title I Youth Providers contracts for ARRA summer youth projects and procured for additional innovative youth services as identified in the Local Plan.

Survey responses provide evidence that the waiver's usefulness was relative to local boards' varying strategic and operational approaches to serving youth.

Focus for Waiver Workgroup consideration: Consider a strategy to expedite review and notify local workforce areas of waivers issued with short timelines. Develop strategic uses as suggestions to the boards to assist in minimizing their response times.

Individual Training Accounts for Older Youth and Out-of-School Youth waiver

This waiver has been implemented and successfully used by most of Pennsylvania's local workforce investment areas. For local boards indicating use of the waiver, reasons fall into the following categories (accompanied by examples of survey responses):

OSY and Adults have the same opportunities for training

The [local board] felt that Out of School youth should have the same opportunity as Adults and Dislocated Workers to access skills training from training providers on the statewide approved list, through ITAs.

Greater flexibility and more options for youth in training choices

This approach allows greater flexibility for out-of-school youth services while offering out-of-school youth greater access to more career and occupational training choices.

...to provide quality training options to out of school youth through an ITA.

Offering out-of-school youth greater access to more career and occupational training choices.

The purpose was to extend the offering of skilled post-secondary education to targeted youth. The goal was to positively impact the available scope of activities and program outcomes.

We wanted to broaden the scope of available training options to OSY.

Offering out-of-school youth greater access to more career and occupational training choices.

Greater employability: training with providers that have a track record for performance, and training with higher skill levels, leads to opportunities for employment in higher-paying/ high-priority occupations.

ITAs were determined to be the most effective resource for appropriate youth, especially in the inner city..., and this waiver would provide an additional resource for assisting youth to become employable

To increase the availability of training options for older, eligible youth to pursue skill training , which promotes increased hiring of applicable youth and an Opportunity for higher-paying job post-training;

To create an option for older youth that would lead to higher wage paying jobs.

The OSY have sufficient work experience, but lack the skills needed to pursue various high demand occupational goals. ITA's would provide them with the skills necessary to find jobs in the high demand occupations that pay family sustaining wages.

Youth that have completed occupational skills training in a high priority occupation have a better chance of obtaining unsubsidized employment and will earn a higher wage than youth with a high school diploma or GED.

Youth were selecting training from a list of approved training programs with a track record of success in high priority occupations.

Training programs on the approved provider list have met required performance measures, ensuring that training dollars are spent on quality programs that will lead to improved employment outcome for the participant.

Youth were better prepared to enter the workforce. Higher skill levels were achieved.

ITAs were considered to be another beneficial tool for appropriate older & out-of-school youth to provide needed training opportunities to assist them to become employable and self-sufficient

Having one list would make it easier to maintain standards for all training providers.

Getting youth into higher paying career opportunities rather than min wage jobs

It was a better tool for recruitment

Using youth ITAs let the [local board] develop a product that attracted more eligible older youth to the program. Youth ITAs also took advantage of the approved ITA list already in place for programs in High Priority Occupation areas

Only a single provider program list which, for one thing, made maintaining high standards easier

The pro of using this waiver was so that only one list of approved training providers had to be used.

Having one list would make it easier to maintain standards for all training providers.

Less youth-adult dual enrollment

OSY no longer have to be dually enrolled in the Adult Program to be eligible for training services allowing Youth program funds to be used.

Financial benefits of placing youth in short-term training rather than longer class-size training

This waiver allowed youth to participate in short-term training programs that were more financially affordable.

Funding flexibility

This waiver allows the flexibility to use either Youth or Adult WIA funds, depending on the age of the participant and the availability of funding, to subsidize occupational skills training.

Strategic advantage - A reduction in Adult training funds spent on Out-of-School Youth.

Also, having these youth utilize WIA Older Youth funds for ITAs, made WIA Adult funds more available.

...to be able to use youth funding for an ITA when available.

We have used the waiver only once but that could change as adult funds are becoming more scarce. When we had ARRA funding, we would have used adult money instead of youth.

Logistic gain by placing youth in training when ready rather than wait for class-size training to begin

This waiver was used for PY 09 and 10.... The goal was to increase the number of OSY served and offer training other than contracted class-sized. Since OSY are enrolled throughout the year, they do not have to wait long for skills training since most programs are open-entry, open-exit.

Meet 30 percent OSY expenditure compliance

Placing youth in ITAs assists in the requirement to spend a minimum of 30 percent of WIA Youth funds on older youth.

For local boards indicating that they did not use the waiver, the following are representative of the reasons provided:

Overall local workforce investment board strategy is to use OJT before ITA. But we support the continuation of this waiver.

The [local workforce investment area] used WIA youth funds to deliver required program elements through both in-school and out of school youth. These programs leverage traditional financial aide to those seeking training and Youth ITAs are not needed.

Youth Individual Training Accts aren't utilized in the out-of-school youth service system. The OSY system is designed, under the umbrella of Project U-Turn, which is the Youth Council's campaign to address the drop-out crisis. WIA training services are included in a broader service delivery system which also includes access to education services. The goal of the entire system is to have youth obtain an educational credential, while also

pursuing employment training. Through this coordinated system, the City has realized an increase in the high school graduation rate from 48% to 63% providing evidence that the coordinated out-of-school youth system has had some positive impacts.

Many youth served in our programs are in year-round older youth programs and not being considered for ITAs.

The Youth Program has focused on work experience, basic skills, and work readiness skills. When the Youth Council reviews program options and youth needs, it has continually made work experience the priority. Generally, youth have not needed ITAs within the program. Usually, there are other traditional options (grants, loans, scholarships) for youth going to school. If there is an out of school youth who does have a need for training and has no other funding options, we have referred that youth to our adult program. In addition, with limited funding, Youth Council felt that there was not enough funding for ITAs and work experience (along with the other required WIA elements) especially when OSY have the option of adult funding.

We didn't apply for the use of this waiver mainly because our activity level with youth in classroom training is minimal as well as the current use of [Industrial Resource Centers (<http://www.pairc.net/>)]IRCs is working.

Of the waiver requests that local boards submitted to the commonwealth and subsequently approved, all were actually implemented. The following responses are examples of how the waiver was implemented in the beginning stages:

Once announcement was made by the Commonwealth that the waiver was approved, the... Youth Council was made aware of the opportunity and agreed to its implementation. Program staff then began the process of assessing potential eligible candidates for this expanded activity.

It was set up to mirror the same process and procedures used for Adults and Dislocated Workers utilizing ITA's. A training purchase order is issued and completed by the state approved training provider/program for dates and program costs after the participant has been assessed, attended workshops and researched various schools and programs.

An ITA policy for OSY was established and reviewed with WIA Title I program operators. The [Local] Plan was updated to include the ITA policy for OSY.

[WIA] Title I subcontractors developed plans and budgets, incorporating the funding needed for Youth ITAs.

OSY that were going to be charged to Adult, were charged to the Youth Funds.

The [local board] allocated funding. The contractor staff developed ITA requests on behalf of eligible clients. Staff reviewed and approved requests consistent with established policies.

The following responses indicate necessary adjustments made during the waiver implementation:

Some adjustments were needed to the initial plan in the rural counties due to less availability of training facilities, transportation and demand for ITAs for youth in rural counties.

Policies were adjusted as necessary affecting areas such as maximum \$ amounts [ITA] awards and suitability of training.

What were the actual returns from waiver use versus the planned? Local boards provided the following responses:

An increase of over 50% enrollment as well as approximately 70% placements of youth into unsubsidized employment at the conclusion of training.

Too few customers to really make determination

Waiver was more effective in urban than rural due to availability of training facilities and transportation

The returns from the waiver were what was expected. The OSY Youth obtained the necessary skills to seek employment in High Priority Occupations with family sustaining wages.

The waiver implementation increased the number of youth skill training enrollments.

The following responses indicate how the waiver, as implemented, affected program resources, and employment and training strategies:

The waiver allowed for better integration of training services. The Youth services are sometimes too separated from other PA CareerLink services, but this waiver allowed for better integration.

Usage of older youth ITA's did significantly impact the use of youth resources; however, that impact was extremely positive (over 70% placement rate). The strategy greatly enhanced local opportunities for this population.

Very few Youth ITA's were written so the affect on program resources was minimal.

It allowed for a more effective use of both Adult and Youth funds by allowing flexibility on where to charge the cost of the ITA. This allowed for more Adult to be trained.

Of 11 responses received, all indicated that the local boards would continue using the waiver.

The following two responses were received for the question: What changes would you make in strategy and use of this waiver in retrospect?

The waiver greatly enhanced the opportunities available to out-of-school youth and greatly increased placement numbers. An extension of this waiver would be most appreciated and supported by the [local board].

The [local board] would recommend retaining the Youth ITA waiver in future program years. It should be included in any WIA reauthorization legislation.

Focus for Waiver Workgroup consideration: Explore circumstances and results in wages, employment rates and job sustainability for areas that focused on work experience versus skills training.

Closing Thoughts

State-Local Collaboration

State-level waiver strategy review includes local involvement. The August-September 2011 Waiver Study has carried forward this process and is the inception of a renewed approach to understanding the dynamics of Pennsylvania's current waiver strategy in practical application.

Looking to the future

The commonwealth's experience researching waiver use and impact also yielded broader insights into fundamental assumptions of impact assessment for program components of the workforce system as well as for common measures performance outcomes.

2. OPTIONAL NARRATIVES

2.1. PENNSYLVANIA WORKFORCE INVESTMENT BOARD

The Pennsylvania Workforce Investment Board (PA WIB) serves as an incubator for innovative workforce initiatives with the goal of integrating them with traditional workforce programs once they are successful. The Centers for Health Careers, Advanced Manufacturing Careers, and Energy and Green Careers were created to address statewide workforce issues related to their respective sectors. They bring together local workforce investment boards, educational institutions, associations, local government, community-based organizations, and most importantly, employers that are willing to work together to solve these difficult issues. By analyzing their respective industries and developing strategic plans and committees to identify and address workforce needs, these centers serve as a valuable resource for industry partnerships seeking data, information and other resources.

Last fall, the PA WIB produced two comprehensive reports for the Health Care and Advanced Manufacturing sectors that highlighted their centers' missions, visions and goals as well as their connections to and relationships with their respective industry partnerships. They included brief summaries of each sector's industry partnerships statewide including the types of training those partnerships are doing, best practices, recent achievements and contact information. They also include models and strategies for connecting partnerships to the goals and objectives of the centers. Finally, they include an in-depth comprehensive industry analysis put together by the directors of the centers based on their industry expertise, extensive research and anecdotal evidence they are hearing from their industry partners. These industry analyses include hiring trends, hot issues, national and statewide trends, and what the industries expect to experience in the next 12 months.

The finished reports now serve as an information tool for orienting the new administration to the structure of the centers and the industry partnerships as well as updating legislators, local boards, Industry Partners, center partners, Department of Labor & Industry (L&I) staff, and the general public. The reports effectively demonstrate how the two programs intertwine and act as a resource to one another to help drive both local and statewide initiatives.

The PA WIB seeks to revitalize the High-Performing WIB evaluation process by revisiting the previous standards and making necessary updates and revisions to effectively evaluate and measure the performance of all local areas. Once new standards have been developed and approved by the PA WIB, a new set of site visits and evaluations will commence to ensure that all LWIAs strive to achieve maximum efficiency and performance in this time of extreme statewide financial constraint.

2.2. PA CENTER FOR HEALTH CAREERS

The Pennsylvania Center for Health Careers was created in 2004 as part of the Pennsylvania Workforce Investment Board. The center was formally recognized as an entity of the Department of Labor & Industry (L&I) by the passage of Act 41, signed on July 2, 2010. This legislation holds the center responsible for addressing the following workforce issues: increasing direct care workers to support in-home care, growing the commonwealth's capacity to educate nurses, responding to the demand for allied health professionals, strengthening diversity in health care professions, and retaining our current health care workers. To achieve these goals, the center is comprised of seven smaller subcommittees: Direct Care Workers, Supply and Demand, Nursing, Allied Health Occupations, Health Careers Week, Best Practices, and Retention.

Direct Care Worker Committee

The Direct Care Worker Committee, with the goal of improving quality care and patient safety, has been working to create a set of uniform requirements for direct caregivers in long-term care facilities, acute care facilities, and in-home care. New policy recommendations urge the consolidation of all regulatory processes for nurse aides under the purview of the Pennsylvania Department of Health. The recommendations suggest a standard of 120 hours of educational preparation for nurse aides. As Pennsylvania moves toward allowing aging residents to remain in their homes rather than move to long-term care facilities, the standardization of the educational preparation will promote a robust in-home care workforce.

The Direct Care Worker Committee also recommends that Pennsylvania create a new direct care worker level. This worker, holding the title of Personal Care Assistant, will receive 75 hours of job preparation. The pilot program for the Personal Care Assistant Curriculum was recently implemented in Western Pennsylvania. Already, 81 employer trainers have gone through the required course, so they may begin to train their new workers. This training is an Outward Bound Residential Alternatives-compliant (OBRA) bridge to the nurse aide position.

Supply and Demand Committee

The Supply and Demand Committee recently released updated forecasts that identify areas of critical shortfalls for registered nurses and licensed practical nurses. The new data informs workforce development and education professionals what local and regional shortages will be over the next 2 to 5 years. The Supply and Demand Committee has also been working

with the Nursing Committee to develop projection models for nurse practitioners and nursing faculty and will complete these models in the upcoming year.

Nursing Committee

The Nursing Committee addresses the statewide nursing shortage. Supply and Demand Committee projections indicate that the licensed practical nurses shortage will increase to over 10,000 by 2014. In Program Year (PY) 2010, L&I provided \$500,000 to the center for an initiative to recruit and retain licensed practical nurses. The initiative provided tuition assistance in the amount of \$1,000 to approximately 300 students and provided continuing education to approximately 200 licensed practical nurse faculty and specialists. An additional \$100,000 funded the education of 200 students for the prerequisite courses needed to be admitted to licensed practical nurse programs.

The Nursing Committee also works to increase nursing faculty, clinical lab availability, and student capacity. Since the center's inception, Pennsylvania witnessed a 65 percent increase in registered nurse graduates and a 32 percent increase in licensed practical nurse graduates. Various state government, Pennsylvania Higher Education Assistance Agency, and private sector grants contribute to these outcomes. The Consensus Model for Advanced Practice Nursing was also introduced in the Nursing Committee to quantify needs for certified registered nurse anesthetists, certified nurse midwives, clinical nurse specialists, and certified nurse practitioners.

Allied Health Occupations Committee

The Allied Health Occupations Committee works to address faculty and clinical site capacity issues for workers entering allied health occupations. Of the 19 occupations originally identified as high demand, the committee intends to focus on three or four of the most critical occupations that require technical skills and short training programs in an effort to get graduates into the workforce as quickly as possible. The committee will work from a statewide educational capacity survey to inform its occupational choice.

Health Careers Week Committee

The Health Careers Week Committee developed an awareness campaign designed to attract individuals into these varied, in-demand occupations. The Health Careers Week campaign successfully targeted youth, and reached more than 12,000 students in fiscal year 2010-2011. This resulted in an increased awareness of health care jobs throughout Pennsylvania. The center's website lists a Health Careers Toolkit that provides occupation-specific information.

Targeted job areas include clinical laboratory sciences, direct care workers, health information management, medical imaging, medical secretary, medical transcription, nursing, occupational therapy, pharmacy, physical therapy, respiratory therapy, and surgical technology. Curriculum guides also exist available for teachers.

Best Practices Committee

The Best Practices Committee conducted its Fourth Annual Best Practices Conference to promote the improvement of care delivery throughout the commonwealth. It provided Pennsylvania health care employers, educational programs, and individual practitioners with the opportunity to share innovative and successful initiatives with others in the field. A total of 220 professionals attended the 2011 conference, which included 24 presentations on Nursing & Nursing Education, Allied Health, Direct Care, Workforce Development, Clinical Simulation Learning, and General Health Care subjects. The majority of those present rated the conference as excellent with respect to organization and relevance of content, stimulation of thinking, and quality of speakers.

The Best Practices Committee is in the process of planning the Fourth Annual Best Practice Conference to be held in April 2012. It is anticipated that a Health Information Technology and Health Information Management track will be added to next year's schedule

Under the new administration and in response to decreased funding and staff capacity, the Pennsylvania Center for Health Careers explores opportunities to streamline activities and reduce the number of center committees. The center anticipates that it will combine several committees and reduce the size and scope of several projects within the coming year.

2.3. PA CENTER FOR ADVANCED MANUFACTURING

In 2010, the Pennsylvania Center for Advanced Manufacturing Careers (Center) highlighted a trifecta of workforce challenges facing Pennsylvania's manufacturers—rising skill requirements, an aging workforce, and the lack of a reliable talent pipeline for new workers. The Center specifically identified two key findings:

- An insufficient pipeline exists to fill current openings for skilled manufacturing technicians and to replace skilled incumbents who will soon retire
- Manufacturing production workers (both employed and unemployed) are often not prepared to adapt to changes in the new advanced manufacturing work environment

On December 22, 2010, the center published a comprehensive statewide needs assessment of key technical manufacturing occupations with known supply shortages, specifically industrial maintenance technicians and precision machining occupations. These two critical occupation families now account for a total of 72,000 family-sustaining jobs in Pennsylvania manufacturing, and the center projects the need to fill 15,000 to 17,000 job openings in these occupations by 2020. Unfortunately, Pennsylvania simply does not have the training and education pipeline in place to produce the number of skilled workers required. Failure to meet employer needs for these critical skilled workers will put the commonwealth at a competitive disadvantage as our manufacturing companies will be unable to expand, exports will suffer, and international businesses will not consider Pennsylvania as an attractive place to set up operations.

In January 2011, the center's industry-led Leadership Council approved three recommendations to address these pressing workforce issues in advanced manufacturing:

- Recommendation #1: Challenge regional industry partnerships (IPs) to assist small- and medium-sized employers (SMEs) that create most manufacturing jobs by sponsoring strong multi-employer apprenticeship programs for industrial maintenance or precision machining occupations
- Recommendation #2: Use existing regional manufacturing industry partnerships (IPs) to engage employers in promoting quality manufacturing programs at Career and Technical Centers (CTCs) that link to strong associate degree programs, particularly at community colleges
- Recommendation #3: Invite manufacturing employers around the state (through advanced manufacturing industry partnerships, Industrial Resource Center networks, and manufacturing and business associations) to evaluate the potential value of the Certified Production Technician (CPT) credential as a benefit for employers, workers and educators

Much of the center's work to move these recommendations forward will take place in specialized, industry-led, ad hoc committees that will develop objectives and action items for PA Department of Labor & Industry program managers. The center's Leadership Council will develop these committees, which will be short term in nature.

2.4. PA CENTER FOR ENERGY & GREEN CAREERS

In order to maintain and enhance the commonwealth's standing as a national leader in the green jobs arena, the Pennsylvania Workforce Investment Board (PA WIB) sought and obtained a \$6 million State Energy Sector Partnership Grant (SESP) in February 2010. The SESP grant series is funded by the American Recovery and Reinvestment Act and supports 32 SESP grants throughout the country. Pennsylvania received this funding to support energy and green career-related training. To support this grant, The Pennsylvania Department of Labor & Industry (L&I) created the PA Center for Energy and Green Careers (PCEGC) as part of the PA WIB in the spring of 2010.

The primary objective of the PCEGC is to address short- and long-term energy and green workforce issues. Pennsylvania defines green jobs as jobs that employ workers in producing or offering products or services that:

- Promote energy efficiency
- Contribute to the sustainable use of resources
- Prevent pollution
- Clean up the environment
- Promote the reduction of harmful emissions
- Provide green education/training, awareness or compliance

Through the SESP, sixteen sub-grant recipients received more than \$5,100,000. The training providers are responsible for training and career enhancement programs. The Pennsylvania Statement of Work specifically targeted difficult to serve populations including veterans, unemployed and underemployed workers, dislocated workers, public assistance recipients, at-risk youth, ex-offenders, and individuals with disabilities and limited English proficiency individuals for training.

The PA Center for Energy and Green Careers staff administers the grant and is in constant communication with the training providers ensuring positive outcomes for training participants, training providers, local workforce investment areas, and the PA WIB. Staff holds monthly conference calls and quarterly grant recipient meetings, and conducts on-site visits to ensure all sub-grant recipients comply with Federal regulations and meet program goals. In addition, each training provider must complete a monthly status report with updates on trainings, expenditures and outcomes.

As of August 31, 2011, the training providers served 729 participants. Of these, 134 commenced employment. The Pennsylvania Statement of Work will serve over 1,384 participants. More than 1,061 participants will find employment in family-sustaining careers.

Expenditures through July 2011 total \$2,197,414. At the current rate, the commonwealth is on pace to expend the entire grant by September 30, 2012, the required completion date for all SESP training. The grant ends January 31, 2013.

2.5. GREEN LABOR MARKET INFORMATION

In November 2009, the commonwealth received a \$1.25 million American Recovery and Reinvestment Act (ARRA) Labor Market Information Improvement Grant to supplement the commonwealth's green labor market information infrastructure. This grant assisted Pennsylvania in generating industry-level information on green jobs and documented occupational demand and skill requirements necessary to target training to the needs of green industries. Pennsylvania, via the Center for Workforce Information & Analysis (CWIA), used these funds to implement a broad strategy to generate labor market information on the commonwealth's green economy. The goal of this information is ultimately to support implementation of effective green workforce development strategies in the commonwealth.

Currently, Pennsylvania defines green jobs as jobs that employ workers in producing or offering products or services that:

- Promote energy efficiency
- Contribute to the sustainable use of resources
- Prevent pollution
- Clean up the environment
- Promote the reduction of harmful emissions
- Provide education, awareness and compliance

Source: *The Pennsylvania Green Jobs Survey*

The Pennsylvania Green Jobs Report, Part I defined green jobs and identified five broad industry sectors. While this report provided baseline information, there were several critical questions unanswered:

- Where are Pennsylvania's green jobs now and two years from now?
- What jobs are green, and where is the demand?
- What are the skills for in-demand green occupations?
- Does Pennsylvania have the capacity to meet employer demand?
- What career pathway models link the job seeker to green in-demand occupations?

To answer these questions, CWIA engaged commonwealth agencies, local workforce investment boards, employers and educators in the following research activities:

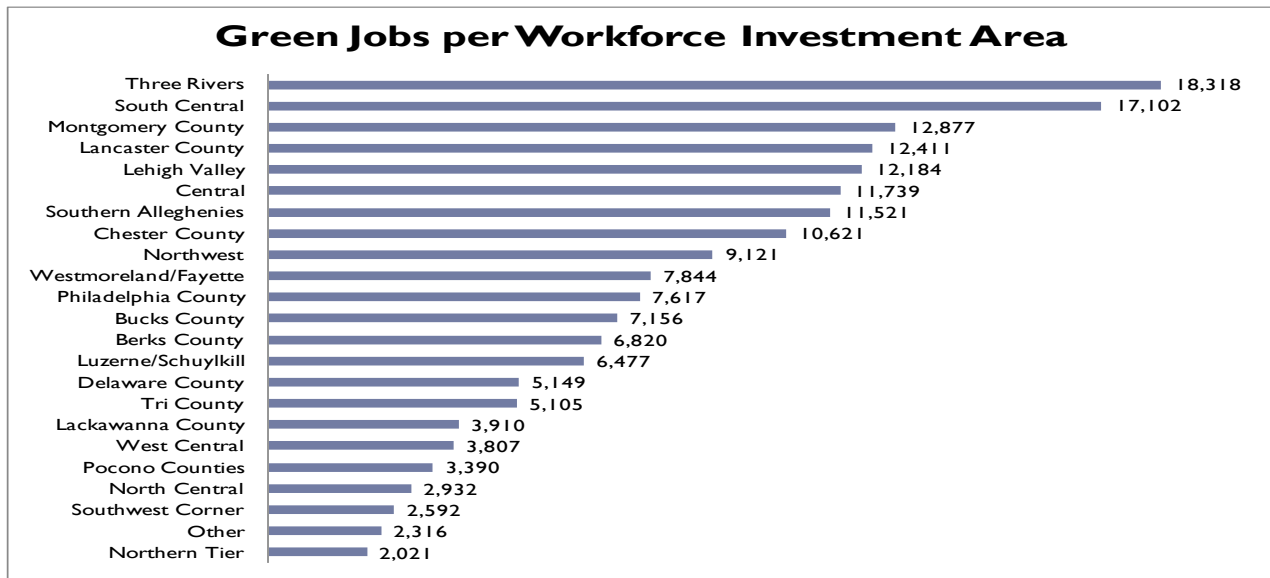
- *Survey of Pennsylvania's Green Economy* that provided the first estimate of current and anticipated green jobs, critical occupations in the green economy and their unique skill needs
- *Listening Sessions* with employers and educators to clearly define demand and training needs
- *Inventory of Green Education and Training Capacity*
- *Job Tasks Analyses* of emerging and evolving green occupations and career pathways
- *Career Tool*, with information about wages, career paths, education and certification requirements to assist job seekers

Resulting products and services developed from this collaborative work are as follows and include a revised definition of green jobs in Pennsylvania:

Pennsylvania's Occupational Competency Report – This report identifies green occupations and explores potential career pathways and estimated supply and demand balance of green workers.

Green Listening Session Report – This report articulates qualitative information gathered from a series of seven Listening Sessions that CWIA conducted around the commonwealth, which were attended by 350 employers, educators and workforce development professionals. This information was used to inform and refine the green economy employment and skills surveys. This activity, along with release of the Bureau of Labor Statistics definition of green, was key in identifying a sixth green industry sector: Education, Awareness and Compliance.

Economy-Wide Green Employment Survey Report – CWIA surveyed 25,000 employers with a 65 percent response rate. Based on the results, there are approximately 183,000 green jobs in Pennsylvania, and employers forecasted 6.5 percent annual growth in green employment over the next two years. Furthermore, the survey showed that green jobs exist across all industry sectors and in all Workforce Investment Areas (see chart below).



Green Skills Report – A follow-up survey to employers with green employment was conducted to determine the skills and certifications required of workers in the green economy. The results showed that the skills and knowledge areas most lacking in green job candidates were environmental regulations, LEED, math and communications. In addition, the survey revealed that 60 percent of green jobs require a special license, certification or other training while 40 percent of employers look for green technical skills in their workforce.

Career Tool – A web-based tool was developed to assist job seekers in researching green occupations, looking for jobs, and developing résumés. The tool also includes an inventory of green training programs to assist individuals in aligning their interests in green jobs with the training available.

CWIA created an outreach strategy to disseminate this important information to a broad stakeholder base. Highlights include:

- Creating Pennsylvania’s Green Jobs Toolkit
- Connecting products developed to traditional labor market information products and services
- Conducting webinars on the green economy
- Presenting green research findings at numerous meetings and conferences. A total of 23 presentations were made to 650 individuals.

As the commonwealth’s green economy continues to evolve, CWIA continues its research into the green economy. Comparisons between the initial green industries and

occupations published to those reported in the green survey as well as to those identified by the Bureau of Labor Statistics are being conducted. The CWIA is also producing a series of one-page occupational documents highlighting each of the 136 green occupations for the Pennsylvania Center for Energy and Green Careers.

2.6. MARCELLUS SHALE REGIONAL GRANT

Marcellus Shale will have a tremendous effect on energy-related Pennsylvania jobs. Marcellus Shale contains the world's second largest reserve of untouched natural gas and is booming in several areas across the commonwealth.

According to the CWIA, *Marcellus Shale Report*, from December 2010, the number of new hires within the Marcellus core industries in the second quarter of 2010 increased by approximately 130 percent over the same period the previous year. Within the ancillary and supply-chain industries, the increase was approximately 25 percent.

The Pennsylvania Workforce system is a partner in the ShaleNET training grant received by Penn College of Technology and Westmoreland County Community College. This grant will help get Pennsylvanians the skills they need to be employed in one of six High Priority Occupations (HPOs):

1. Derrick Operators Oil and Gas (\$32,280 average starting wage)
2. Rotary Drill Operators Oil and Gas (\$51,120 average starting wage)
3. Service Unit Operators Oil Gas and Mining (\$34,520 average starting wage)
4. Roustabouts Oil and Gas (\$26,210 average starting wage)
5. Welding Soldering and Brazing Machine Setters Operators and Tenders (\$33,606 average starting wage)
6. Truck Drivers, Heavy & Tractor-Trailer (\$38,290 average starting wage)

Further, the PA CareerLinks[®] are looking for gas-industry specific pre-employment training as well as industry-specific screening tools to handle the requests of local applicants interested in gas-related employment. The gas industry has clearly stated its preference for a local workforce and is committed to hiring locally as fast as workers can be identified and trained.

Industry, trainers, local workforce investment boards and PA CareerLinks[®] will collaborate to develop a common screening protocol for these six HPOs, optimizing a candidate's potential success and enabling the PA CareerLinks[®] to use job specific, uniform assessments across the entire network. The new protocol will include an online realistic job

preview for the six HPOs allowing candidates to opt in or out of the Marcellus Shale workforce pipeline and provide an understanding of career growth opportunities in the industry.

The ShaleNET grant will enable 850 participants to receive subsidized training and 110 participants to receive on the job training, but creation of the training network and talent match system will lead to higher overall training and employment numbers than just the 960 directly subsidized. Some 2,500 low-skilled candidates identified by the talent matching system can be quickly employed as part of high-volume hires by drilling companies.

The project will collect relevant recruitment, training, placement and retention data as well as collect and report participant-level data and aggregate outcomes related to participant demographic and socioeconomic characteristics, employment history, services provided, and outcomes achieved. This data will be collected via lead partner agencies such as the PA CareerLinks[®] and Title I Providers, namely the Commonwealth Workforce Development System (CWDS) as well as training providers.

2.7. INDUSTRY PARTNERSHIPS

During Program Year (PY) 2010, more than 6,500 companies participated in 76 active partnerships in the following industries:

- Advanced Materials & Diversified Manufacturing
- Agriculture & Food Production
- Bio-Medical Services
- Building & Construction
- Business & Financial Services
- Energy
- Health Care
- Information & Communication
- Logistics & Transportation
- Lumber, Wood & Paper

Industry Partnerships (IP) focus commonwealth resources on industry sectors that provide competitive wages and benefits and have the greatest potential for economic growth. Pennsylvania's economy is dependent upon the ability of its businesses and workers to compete in a new, global marketplace. Industry Partnerships help:

- Member companies and their employees become more efficient and more competitive

- Identify and train workers for the high-skill, high-demand jobs that exist and will continue to grow in this new 21st-century economy
- Pennsylvania build the highly skilled workforce necessary for attracting and expanding economic development in Pennsylvania

IPs are the cornerstone of Pennsylvania's new, industry-led, demand-driven workforce development strategy. This strategy focuses on creating a skilled workforce through industry-specific training and education programs developed in cooperation with business and industry leaders with funding made possible through the support of the Pennsylvania General Assembly.

IPs bring together multiple employers in the same industry group or cluster to identify and address common workforce needs. These partnerships provide companies with a more cost-effective way to provide training to their employees—training they may not otherwise be able to afford on their own. In addition, IPs provide companies with access to region-specific and industry-specific labor market information and allow even the smallest businesses to better compete in the global marketplace.

IPs were designed to overcome long-standing frustrations employers had with the workforce and education systems. By bringing industry to the table in a collaborative effort, IPs help boost the competitiveness of their individual businesses and ultimately Pennsylvania's economy as a whole.

Since 2005, the Industry Partnership program trained over 100,000 people in Pennsylvania. As the push to make all initiatives industry led continues to gain momentum, the number of employers actively involved in the program exceeded 6,500. Between allocated state dollars, matching contributions from employers, and leveraged outside funding, the Industry Partnership program has been a \$224 million investment toward training unemployed, underemployed, dislocated, incumbent, and low-wage or low-skilled workers.

Since July 1, 2005, more than 115,000 trainings have taken place that seek to either advance incumbent workers up career ladders, train incoming entry-level workers, and provide pre-employment skills training to out-of-work individuals. By requiring that 75 percent of all partnership training be consortium based, the commonwealth is helping to ensure that these programs are benefiting not just the employer but also the employee by providing employees with the skills and credentials necessary to be portable and more marketable in today's competitive economy.

Funding for the PY 2010 Industry Partnership program was made available much later than originally anticipated. However, partnerships adapted well with several of them continuing to provide training programs by utilizing their sustainability funds which have become

increasingly important as state funds continue to decrease annually. Seventy-six industry partnerships were funded in PY 2010 despite a significant decrease in available financial resources. Funding for PY 2010 was cut by more than \$600,000 from PY 2009 making innovation and strategic planning essential for all partnerships. Annual reports from PY 2010 are still being analyzed, but initial training reports indicate that there was only a slight drop in the number of participants trained (most likely from the decrease in funding). However, partnerships were still able to create stakeholder buy-in and develop action-oriented strategies to address their regional workforce challenges by utilizing leveraged resources and creating partnerships to achieve common goals.

Unfortunately, the Industry Partnership program received only \$1.613 million in state funding for PY 2011. This represents a \$6 million decrease from PY 2010. While the submission process for the new year of IP funding is still in progress, the commonwealth anticipates funding between 30 and 40 partnerships with the available dollars. Given that partnership development and training money will be available much earlier this year, as soon as September 2011, partnerships should be able to spend down more strategically and focus on trainings that are more efficacious and result in recognizable, quantitative and qualitative outcomes that can be used to justify additional funding for the program next fiscal year.

2.8. ARRA OVERVIEW AND HIGHLIGHTS

The Pennsylvania Department of Labor & Industry (L&I) received approximately \$125 million in American Recovery & Reinvestment Act of 2009 (ARRA) funds to support existing and new activity in the area of workforce development (including the Workforce Investment Act (WIA), Wagner-Peyser, Labor Market Information (LMI), National Emergency Grant /On-the-Job Training (NEG/OJT), and State Energy Sector Partnership Grant (SESP)).

Workforce Investment Act funds target adults, dislocated workers and youth. Each program area provides similar and distinct services to the targeted population. The funds are used by L&I and the commonwealth's 23 local workforce investment areas to provide employment and training services through the PA CareerLink[®] system; pay for training through individual training accounts, employer-based training and cohort training; provide supportive services to ensure the trainee is successful; and provide assistance to employers seeking a qualified workforce. The ARRA funds were used to ensure the full range of services were made available to the large numbers of persons in need of assistance. Additionally, Temporary Assistance for Needy Families (TANF) Emergency Contingency Fund (ECF) were leveraged to support Pennsylvania's Way to Work (PWtW) program which provided subsidized employment opportunities and work experience for both adults and youth living in low-income households throughout the commonwealth.

The commonwealth utilizes Wagner-Peyser, i.e., employment and reemployment, funds to help job seekers looking for employment and employers needing workforce information. Services include job search and referral and placement assistance to help workers obtain jobs and provide employers access to skilled workers who will help them compete in the global economy. L&I spends the funds primarily for salaries, benefits, equipment and supplies for the Bureau of Workforce Development Partnership (BWDP) staff in Harrisburg and PA CareerLink[®] offices throughout the commonwealth. Staff funded by ARRA, Wagner-Peyser—including Employment and Reemployment Services funds—provides employment services such as job matching, referrals, assessments and workshops to job seekers and employers. L&I also uses these funds for program administration and to purchase software, hardware and programming systems that provide customer services and federal reporting.

Highlights (as of June 30, 2011):

- 19,030 WIA Adult participants have been served with 7,705 participants receiving training services. The rate of individuals entering employment is 70.6 percent with an employment retention rate of 81.6 percent.
- 35,931 WIA Dislocated Worker participants have been served with 11,584 receiving training services. The rate of individuals entering employment is 68.2 percent with an employment retention rate of 88.7 percent.
- 12,342 WIA Youth participants have been served with 11,844 placed into summer employment with a summer employment completion rate of 74.1 percent.
- 411,509 Wagner-Peyser participants were served with 220,618 UC claimants receiving reemployment services. Of these, 47,096 participants were referred to training with 54 percent entering employment.

2.9. WEATHERIZATION

The American Recovery and Reinvestment Act of 2009 (ARRA) through the U.S. Department of Energy (DOE) provides \$252.8 million for Pennsylvania's Weatherization Assistance Program (WAP) which is designed to help low-income households decrease energy consumption and costs. These funds are administered by the Pennsylvania Department of Community and Economic Development (DCED). As part of the Pennsylvania's ARRA Weatherization Plan, DCED stated that all weatherization workers performing WAP work will now be certified.

Due to the unprecedented oversight requirements and limited timeframe of ARRA funding, DCED requested that the Pennsylvania Department of Labor & Industry (L&I)

coordinate all training efforts for weatherization workers. These individuals include employees of the WAPs and their subcontractors as well as individuals utilizing the PA CareerLink[®] system. The Pennsylvania ARRA WAP budget used \$9 million to establish this training infrastructure. Initial cost estimates for the training infrastructure were much higher, but in the end, costs were lower than anticipated due to incumbent workers with experience and some trainees being able to “test-out” of coursework; awarding funds to training providers on a reimbursement-only basis rather than in lump sums; and the discontinuation of PA CareerLink[®] vouchers and remediation for unemployed workers, which attracted few individuals and was also not popular with weatherization employers.

To quickly increase weatherization training capacity across Pennsylvania, an Announcement of Grant Availability was released in September 2009 to fund weatherization training providers. Of 22 responses, seven training providers were initially funded; in 2010-2011, two of the training providers discontinued weatherization training due to lower than expected enrollment and difficulty finding qualified, full-time instructors. The currently funded weatherization training providers are:

- The Weatherization Training Center at Pennsylvania College of Training and Technology (Penn Tech)
- Energy Coordinating Agency of Philadelphia
- Lehigh Career and Technical Institute
- Greater Johnstown Career and Technical Center
- Community College of Allegheny County/Local 95 Operating Engineers

Each provider trains individuals in weatherization principles using Pennsylvania’s standardized weatherization curriculum developed over the past 30 years by the Weatherization Training Center at Penn Tech in conjunction with DOE weatherization program requirements.

Table 2.9.1. – Weatherization Training Progress

June 30, 2011	June 30, 2010
2,485 Individuals Trained	527 Individuals Trained
698 Courses Offered	234 Courses Offered
\$3,149,830 – private market value of training	\$737,700 – private market value of training
1,206 Individuals Fully Certified	437 Individuals Fully Certified

2.10. PENNSYLVANIA'S WAY TO WORK

The success of the American Recovery and Reinvestment Act of 2009 (ARRA) Summer Youth Employment Program (SYEP) was the catalyst for the Secretaries of the Pennsylvania Departments of Labor & Industry (L&I) and Public Welfare under the previous administration to create subsidized employment and paid work experience for adults and paid work experience opportunities for youth in Pennsylvania under the ARRA Temporary Assistance for Needy Families (TANF) Emergency Contingency Fund (ECF). This funding allowed for the payment of participant's gross wages. To provide case management, supportive services, and overhead costs for the initiative, the commonwealth recommended using Workforce Investment Act (WIA), both Title I and ARRA funds, TANF Youth Development funds, and private foundation grants where available. Local workforce investment boards responded positively and planned a robust program to provide employment opportunities within their local areas.

The specific focus of Pennsylvania's Way to Work initiative was to engage low-income, i.e., households that earned less than 235 percent of the Federal Poverty Income Guidelines, and TANF-eligible adults and youth into employment opportunities that might lead to unsubsidized employment. The original \$50,700,000 award was estimated to create work opportunities for at least 8,000 adults and 12,000 youth.

Pennsylvania's Way to Work initiative operated from February 1, 2010 through September 30, 2010 when the TANF ECF expired. Local workforce investment boards, county assistance offices, PA CareerLinks[®], i.e., the WIA One-Stops, and Title I contractor staffs collaborated in recruiting both participants and employers. DPW and L&I provided lists of Supplemental Nutrition Assistance Program (SNAP) recipients and those who exhausted their Unemployment Insurance (UI) to the local workforce investment boards to assist in recruiting job seekers. The commonwealth held a series of press conferences and public announcements that resulted in more than 250 job seeker inquiries and expressions of desire from employers to participate in the program. Work Opportunity Tax Credit (WOTC) and Hiring Incentives to Restore Employment (HIRE) Act benefits were also discussed with employers. It is important to note that subsidized jobs could not impact the profit margin of a company. Subsidized jobs also could not be created as a result of an individual being laid off from the same or substantially equivalent job; or when an employer had terminated individuals or caused an involuntary reduction in its workforce in order to fill the vacancy with a subsidized worker. Employers had to provide supervision, training and orientation as an in-kind match for the TANF ECF. Some local areas also used third-party entities as employers of record to provide fringe benefits, such as FICA and worker's compensation.

There was diversity in the types of worksites utilized—private, for-profit, non-profit, and public sector. The class of jobs were just as varied, i.e., clerical and basic office work, carpentry and construction, grounds and parks maintenance, health care and human services careers, and entry-level jobs that would expose the participants, especially youth, to green jobs. TANF ECF paid the minimum wage, i.e., \$7.25 per hour, for paid work experiences, adult or youth, and covered up to \$13 per hour for adult-subsidized employment. Additionally, these jobs provided a minimum of 20 hours and a maximum of 40 hours of work per week, and increased the work-readiness skills of the participants. Work-readiness assessments were expected at the beginning and end of the program.

For youth, other age-appropriate activities were offered including apprenticeships, leadership activities, mentoring, basic life skills instruction, career exploration, and other activities that integrated work- and classroom-based learning activities. Case management and supportive services, such as transportation and child care, were provided to participants attending wrap-around activities as allowed by the leveraging of resources.

In August 2010, the U.S. Department of Labor (USDOL) informed L&I that Vice President Biden’s office was considering Pennsylvania’s Way to Work initiative as an American Recovery and Reinvestment Act activity model program. Pennsylvania’s program was one of approximately ten model ARRA programs nationwide.

The final PWtW program results follow:

- More than 19,100 adults participated
- More than 20 percent of adult participants were placed into unsubsidized employment
- More than 12,900 youth participated, which exceeded the more than 9,400 served in SYEP 2009
- Gross wages for the over 32,000 total participants served was supported by more than \$35 million in TANF Emergency Contingency Funds

2.11. COUNCIL FOR THE WORKFORCE OF TOMORROW (CWT)

Program Year (PY) 2010 was a year of transition for the Council for the Workforce of Tomorrow. Although initial groundwork through subcommittee goals was completed, ongoing feats have positively impacted the system through collaboration and awareness efforts.

CWT enhances opportunities for all youth to be ready for college and careers. It incorporates the past work of the State Youth Council, the K-16 Committee, and successes already realized through Regional Career Education Partnerships for Youth (RCEPS). The

council also builds on the excellent work of the Governor's Commission on College and Career Success.

Driven by RCEPs, the council has been working through three subcommittees to achieve its goals, which include:

- Providing high level professional development and support for teachers and counselors
- Significantly increasing internships and other work-based learning opportunities for Pennsylvania youth
- Building strategies to re-engage disconnected youth

Professional Development

In past years, progress has been made to:

- Establish the commitment to address Career Education and Work Standards in all school districts
- Prioritize professional education and development for teachers, school counselors and administrators
- Develop and implement effective community partnerships and supportive infrastructure
- Motivate and achieve student and parental commitment to career education

Program Year 2010 Achievements

Educator-in-the-Workplace

Educator-in-the-Workplace models, previously posted on January 27, 2010 in partnership with the Pennsylvania Department of Education, continue to offer local areas opportunities for development and improvement of existing Educator-in-the-Workplace programs for teachers and counselors. These models aid in efforts to enhance academic awareness through the workforce/career development perspective and can be accessed through www.pacareerstandards.com.

Messaging

Messaging for professional development was integrated into the statewide Communications Plan.

Internships and Work-Based Learning

In past years, progress has been made to:

- Engage the professional services of the Tierney Agency and move forward with the Communications Plan and timeline for work
- Support the Pennsylvania Department of Education concept that creates opportunities for students to engage in work-based learning experiences, improve school performance, and strengthen collaboration with businesses

Communications for work-based learning and Regional Career Education Partnerships were integrated into the statewide Communications Plan. Past key documents were updated to incorporate success stories of Regional Career Education Partnerships. They were disseminated to local youth councils and partnership coordinators to use when talking with businesses, educators, students, parents and other youth-focused partners.

2.12. CAREER AND TECHNICAL CENTER PILOT PROJECTS

The Pennsylvania Workforce Investment Board's (PA WIB) Council for the Workforce of Tomorrow (CWT) subcommittee, Building Strategies to Reengage Disconnected Youth, was charged by the Secretary of the Pennsylvania Department of Labor & Industry (L&I), under the previous administration, to identify program models to recover dropouts and move them toward economic self-sufficiency and career success. The subcommittee reported on what it learned in exploring pathways to reengagement and concluded that the key to success is linkage to the workplace with strong employer involvement. This prompted the recommendation of Career and Technical Education (CTE) as one of four pathways for testing consideration in Pennsylvania. The CTE model—while intuitively appealing for its combination of training, education and work—had yet to be demonstrated in the commonwealth.

To that end, the PA WIB partnered with L&I to develop the Career and Technology Center (CTC) Pilot Project geared toward the disconnected youth (dropout) population. CTCs were appealing because they offer blended education and training with employer connections, which could be delivered through the existing CTE system. The challenge was whether former dropouts could master both the necessary academic and occupational skills for success.

In order to continue to promote the CWT's work, L&I allocated \$200,000 to the following three local workforce investment areas: Lancaster County (Lancaster County Career and Technology Center), North Central (Jeff Tech: Jefferson County-Dubois Area Vocational Technical School), and Westmoreland-Fayette (Fayette County Area Vocational-Technical School).

Each area chosen for the CTC Pilot Project was afforded the freedom to design their program in a way that would best allow them to achieve their goals. Each of the three local workforce investment areas also established benchmarks for its pilot project in the following categories:

- Number of students who re-engaged
- Number of re-engaged students who earned a high school diploma or GED
- Number of re-engaged students who earned a high school diploma or GED, and are enrolled in post-secondary education
- Number of re-engaged students who earned a high school diploma or GED, and have been placed in permanent jobs

Overall, each CTC Pilot Project exceeded the established goals for the number of students re-engaged, for a combined total of 158 (as of June 2011). Two out of three pilots came very close to also reaching the goals that they had set for the attainment of a high school diploma or GED. This is still considered a quality result as GED attainment can take up to two years.

Because one of the CTC pilots had an especially difficult time recruiting youth participants at the start of this project, the local workforce investment area requested and was granted an extension of its program funding beyond the original completion date of June 30, 2011. Jeff Tech will now continue its project through December 2011.

CTC Pilot Project results will continue to be tracked for an additional twelve months following the program's official end of funding.

2.13. YOUTH SERVICES ACADEMY

The Sixth Annual Youth Services Academy (YSA) was held October 26-27, 2010 in State College, Pennsylvania. The YSA is the result of a partnership between L&I, the PA WIB, and Pennsylvania Partners. Approximately 200 youth workforce professionals, local youth council members, educators, RCEP coordinators, and human services professionals who work with young people attended the event.

For the first time ever, the YSA featured twenty Youth Ambassadors from throughout the commonwealth. These young people, supported by their youth staff, made a commitment to attend regional training sessions designed to prepare them to assist with onsite registration, introduce event speakers, participate in panel discussions, and serve as facilitators in each of the seventeen conference workshops.

The Youth Ambassadors not only offered a valuable “youth perspective” to the many youth service providers in attendance but also greatly benefitted themselves from the opportunity to build their confidence by stepping out of their comfort zone and interacting with conference attendees as well as their peers.

Those who attended YSA 2010 expressed anticipation for the next event; however, due to financial constraints, a 2011 Youth Services Academy will not be held. The commonwealth has tentative plans to hold the YSA again in 2012 and biennially thereafter.

2.14. REGIONAL CAREER EDUCATION PARTNERSHIPS FOR YOUTH

Pennsylvania’s Regional Career Education Partnerships for Youth (RCEPs) serves as youth intermediary organizations that support and extend the commonwealth’s high school reform agenda and career preparation strategies, giving young people better opportunities to gain the knowledge and skills critical for success in college and careers, as well as addressing the challenge of engaging disconnected youth. RCEPs connect businesses, educational institutions/organizations, and communities together to prepare Pennsylvania’s future workforce.

RCEPs encourage initiatives that are tailored to meet the needs of Pennsylvania youth. RCEPs have been developed to positively impact short- and long-term system changes in strategies and implementation of the youth services system across the commonwealth.

- RCEP Focus: Create sustainable partnerships to assist in meeting the career development needs of youth region wide
- RCEP Purpose: Convene local area partners with the goal of creating system changes in order to increase career opportunities and job-readiness for youth

In addition, the RCEPs play a key role in understanding each region’s high-growth industries and work with teachers, employers, parents and students to raise awareness about the career opportunities available within those industries. Through these partnerships, students and teachers across Pennsylvania are provided with real-world work experiences that take education to a new level and prepare our youth to make more informed career choices. These work-based

experiences include internships, job shadowing and mentor programs for students, and innovative programs, such as “educator in the workplace,” designed to help teachers make learning more relevant.

Within their jurisdiction, RCEPs focus on:

- Partnership, capacity building and system changes
- Increased connection to industry partnerships
- Increased connection to career & technical education
- Incorporation of past PA Youth in Transition projects with dropouts and those aging out of foster care into the RCEP framework
- Coordination with LWIBs/Youth Councils in recruiting young people and employers involved in the Summer Youth Employment Program (SYEP)
- Promotion of peer-to-peer learning and technical assistance through webinars on topics including, but not limited to, youth, parent, teacher, and employer engagement; and effective practices and strategies

The four strategic functions of RCEPs are:

- Convene local, regional and state leaders, practitioners, and customers across sectors to ensure youth success
- Connect, broker and provide services to youth, public and private partners, families and neighborhoods
- Measure effectiveness and ensure quality and impact of youth-serving efforts
- Sustain effective practices through advocacy and progressive policies

Since 2006, twenty-two RCEPs have been supported by L&I using Workforce Investment Act (WIA) ten percent statewide activity funding, as well as American Recovery and Reinvestment Act of 2009 (ARRA) ten percent funding in PY 2009. Funding was leveraged at state and local levels through a strong collaboration among L&I, the Pennsylvania Departments of Education (PDE) and Public Welfare (DPW), local school districts, employers, county assistance offices, youth service providers and community agencies, local workforce investment boards and their youth councils, industry partnerships, and, in some cases, private foundations. These various local, regional, and state organizations, with their own sets of challenges, goals, and priorities for their various youth constituencies, function together within the RCEP framework.

From March 2006 to June 2011, RCEPs connected over 25,000 employers with more than 9,500 teachers and counselors to provide career awareness and relevant work-based learning

opportunities to almost one million young people across Pennsylvania. The partnerships assisted schools with integrating the academic portion of Career Education and Work Standards with classroom curriculum. Teachers and counselors participated in Educator-in-the-Workplace programs with the opportunity to earn Act 48 credits or two graduate credits.

In September 2009, Pennsylvania received the State Excellence Award for Leadership from the National Association of State Workforce Agencies for a workforce-related initiative that addressed an issue or challenge and resulted in significant improvement of service or performance.

The following are statewide cumulative results from the 22 RCEPs for PY 2010:

- Over 255,000 students were involved in all career awareness activities, including orientation to high priority occupations, career/job fairs, company tours, job shadowing, mentoring, paid and unpaid internships, youth leadership activities, and so on
- 975 schools actively participated with the RCEPs
- 2,400 educators and counselors participated in workplace activities
- Over 3,500 employers actively participated in workplace activities
- Over 19,000 students participated in paid and unpaid internships

Due to the lack of federal appropriations of statewide activity funding for PY 2011, RCEP activities are currently limited in their scope and influence and will remain so until such funding is restored. Pennsylvania and its network of RCEPs remain hopeful that future funding will become available to continue this extremely worthwhile programming.

2.15. NATIONAL EMERGENCY GRANTS

National Emergency Grants (NEGs) provide funds to states and local workforce investment boards to provide assistance in response to large, unexpected economic events which cause significant job losses when available dislocated worker funding is not sufficient to adequately provide training and other services dislocated workers will need to rapidly reconnect to employment.

2.15.1. Regional Innovation Grant

July 2007 - June 2008 (\$250,000)

On January 31, 2008, the U.S. Department of Labor (USDOL) announced a \$250,000 Regional Innovation Grant (RIG) to assist Pennsylvania and Ohio economic development collaboration to advance economic and talent development strategies in a contiguous five-county area straddling both states. Designated as the OH-PENN Interstate Region, it is the first national interstate workforce region and recognizes the economic and demographic characteristics shared by the counties and the need to maximize workforce development in the overall region.

RIGs are drawn from National Emergency Grant (NEG) funds to assist state workforce agencies and local workforce investment boards, as well as their key partners, in the design and development of comprehensive and strategic regional plans focused on talent development that is aligned with the demands of the 21st-century economy.

The OH-PENN RIG assisted the interstate region in planning and implementing strategies to promote economic growth through development of a highly skilled workforce. The region includes the Pennsylvania counties of Lawrence and Mercer and the Ohio counties of Mahoning, Columbiana and Trumbull. Project goals included the development of systems and the coordination of activities to enable an integrated and flexible response to workers impacted by major dislocations and to link educational opportunities with economic development opportunities in the region.

The grant helped to establish a leadership committee to facilitate a sustainable and collaborative approach to further develop the region's workforce for key business sectors and to spur economic growth. The leadership committee developed focus groups comprised of representatives of economic and workforce development agencies; chambers of commerce; educational institutions; and business, governmental and community leaders from throughout the five counties.

The Regional Implementation Plan was developed during a summit that included key stakeholders from each area for the creation of an OH-PENN Competitiveness Council to coordinate workforce development activities with the economic and education sectors operating in the area. The Competitiveness Council outlined a governance structure, goals matrix, and plans for hosting and staffing the council, so stakeholders could easily organize for continued regional development.

Leveraged Resources

The work that began under the now-expired NEG-funded RIG was able to move forward under the commitment and continued support of existing and leverage grants resources such as Pennsylvania's Industry Partnerships and Ohio's Mass Layoff Planning Grant. Support also

included in-kind contributions from key partners such as meeting facilities, use of equipment, information, data collection and best practices from the other initiatives.

New financial resources have been made available to support the vision. In January 2010, the City of Hermitage in Mercer County received a \$4.2 million Federal Economic Development Administration grant for its Technology Center of Excellence/Incubator building project. This grant augmented a previously awarded \$1.2 million Pennsylvania Redevelopment Assistance Capital Program investment that funded a workforce development and training facility at the Linden Pointe Technology Park.

Later that month, the potential for positive economic impact on the OH-PENN Interstate Region drew the interest of the Wal-Mart Foundation which awarded a two-year \$550,000 “America Works” grant to support the goals established during the preceding RIG planning phase. The award was announced during the inaugural meeting of the Competitiveness Council. The grant, which was the largest of its kind, is one of only seven to be awarded through Wal-Mart’s America Works Initiative, originally created to help low- and moderate-income people find new jobs.

These grants have continued to fuel the impetus, initially funded by the USDOL’s RIG, providing the platform for components of education and talent management to plan and interact with economic development organizations. An environment has been fostered that promotes the retention and attraction of businesses within the five-county geographical region.

The America Works grant is moving the region toward achieving the overarching goals by supporting the following strategies:

- Increase coordination by the Competitiveness Council both internally and externally to frame and circulate a recognizable regional brand
- Develop a focused dialogue with key cluster businesses to obtain working information of industry needs and future trends
- Develop and implement a career-readiness network that will allow job seekers and businesses to align themselves facilitating access to and retention of high-quality jobs and a reliable talent-matching system
- Expand the reach of the Business Resource Network to increase focused communication and target responses to the training, recruitment and human capital needs of businesses in the region.

The following narrative provides a summary of PY 2010 accomplishments that are innovatively transforming the economic and workforce development to promote prosperity for job seekers, businesses and communities in the interstate region.

OH-PENN Competitiveness Council

Substantial progress has been made toward setting the infrastructure necessary to advance the OH-PENN vision during the Competitiveness Council's first year of operation. The Council appointed Samuel Giannetti as Regional Coordinator with responsibility for moving the goals and aims of the organization ahead. To focus on integrating the general strategic objectives of the OH-PENN Region with the Wal-Mart tactical performance goals, the Council formed a committee to review all proposed metrics, clarify targets and review performance expectations.

Several operational subcommittees were established for the purpose of taking the planned vision of the council and engineering an orderly introduction of these projects within the existing systems. Subcommittees concerns included:

- Expansion of the Business Resource Network
- Career readiness development
- Establishment of a regional identity

Business Resource Network (BRN)

The successful BRN model has been replicated to incorporate the entire region. A Regional BRN Coordinator was designated to coordinate between the Ohio and Pennsylvania steering committees bridging efforts throughout the five counties. The BRN provides streamlined and efficient access to resources and services for businesses that support business retention, growth and competitiveness such as training, grants and funding, consulting agencies, and one-stop job-matching and recruitment.

WorkKeys[®] Credentialing

The National Career Readiness Certification based on the ACT[®] WorkKeys[®] assessment system has been selected by the OH-PENN partners to provide job seekers with credentials exhibiting levels of achievement of skills necessary in today's workplace. The region successfully promoted the WorkKeys career-readiness certificate to both employers and job seekers as the standard for work readiness for high-priority occupations.

Rapid Response

The regional partnership is building a coordinated regional system to provide Rapid Response services to dislocated workers, establishment of the BRN, a coordinated industry-specific business outreach, and the alignment of economic development system with educational institutions and training programs to meet the needs of area businesses.

The OH-PENN Regional Workforce Investment Area has improved services to both businesses and job seekers. Coordinated efforts have increased the appeal and effectiveness of each of the individual workforce investment areas by eliminating duplication while expanding recognition, community involvement and available resources. Efforts have also increased the array and quality of services available to facilitate the creation of a skilled workforce that is equipped to use 21st-century technology and created a business environment that is not focused on surviving but on thriving in the global economy.

2.15.2. Announcements of Grant Availability – Summary and Highlights

The Commonwealth of Pennsylvania used a competitive grant process to identify innovative strategies to assist individuals impacted by the economic downturn. Announcements of Grant Availability (AGAs) were released to the public in October 2009 and February 2010. Sixty-three grants, totaling \$6.6 million, were awarded using WIA 10 percent discretionary funds. Six additional awards, totaling \$1.6 million, were awarded using 10 percent statewide funds. AGAs were used to fund workforce development projects delivered by PA CareerLink[®] and Local Workforce Investment Boards as well as other workforce-related entities offering programs that meet Labor & Industry's (L&I) workforce goals. Projects focused on on-the-job, apprenticeship, cohort, customized and basic education, and skills training in Pennsylvania's High-Priority Occupation list or in demand according to the local labor market data.

Projects targeted lower-skilled, unemployed or dislocated workers; individuals on public assistance; youth and high school dropouts; individuals with disabilities; veterans; ex-offenders or individuals with limited English proficiency. Grant recipients were required to track the 4,687 participants through the Commonwealth Workforce Development System.

Examples of Announcement of Grant Availability Projects

Veteran's Leadership Program (VLP) of Western PA's Jobs for Veterans Program offers comprehensive career counseling, job placement and supportive services for veterans and their family members who reside in Southwestern Pennsylvania. While all unemployed and

underemployed veterans and family members are welcomed, the program emphasized recently separated veterans; unemployed, service-connected disabled veterans; and unemployed disabled veterans. The program addressed the main unique readjustment and reintegration challenges associated with the transition from military service to civilian employment. This grant exceeded its goals by 1,874 participants and expended all funds.

Carpenters Joint Apprenticeship Training Fund received a grant in the amount of \$200,000 for Rigging Certification. Participants received training that met the specific skill needs of their employers, and expanded their qualifications in the workforce. The City of Philadelphia passed legislation that requires a rigging certification for anyone who is involved using a rotating boom crane. This project enabled participants to increase their ability to work safely and efficiently. This new training was added into a curriculum that trained apprentices during the day and journeymen in the evening. The grant exceeded its goal of 250 by providing certification to 334 members. It expended all funds.

2.15.3. On-the-Job Training (OJT) National Emergency Grant

American Recovery and Reinvestment Act of 2009 (ARRA) On-the-Job Training (OJT) National Emergency Grant

The purpose of the \$2,697,393 OJT Grant was to provide 270 Dislocated Workers who have been unemployed for 22 weeks or longer with a new connection to the labor market and skill sets necessary to remain employed in demand occupations. The grant provides employers with financial incentives to hire eligible Dislocated Workers. Grant funds were allocated to six local workforce investment boards serving the following local workforce investment areas of the commonwealth: Berks, Central, Lehigh, North Central, Southern Alleghenies, Southwest and Westmoreland-Fayette. The funding period for the grant began on June 30, 2010 and ends on June 30, 2012. As of June 30, 2011, the following services were funded through the grant: 95 Dislocated Workers were employed in OJT contracts, 25 Dislocated Workers had received intensive services, and 52 Dislocated Workers had received supportive services that enabled them to participate in their OJT Program.

Overview

On April 20, 2010, the U.S. Department of Labor (USDOL), Employment and Training Administration (ETA) issued Training and Employment Notice (TEN) 38-09 regarding the availability of \$90 million in funding through the American Recovery and Reinvestment Act (ARRA) 2009 On-the-Job Training (OJT) National Emergency Grants (NEG). The NEG is supporting innovative strategies that will help dislocated workers, promote economic recovery,

and assist those most impacted by current economic conditions. As indicated in its title, these NEG's will focus on providing OJT opportunities in order to more rapidly train long-term unemployed dislocated workers for unfilled job placements.

On June 30, 2010, states received the 10 percent planning funds. A meeting was held with USDOL, Bureau of Workforce Development Partnership (BWDP) and local workforce investment board staffs to exchange information and develop strategies to ensure uniform administration and successful outcomes for both employer and job seeker participants prior to the September 1, 2010 submission of the project plan to the USDOL. The remaining 90 percent of OJT funding was awarded on September 30, 2010. The Pennsylvania Department of Labor & Industry (L&I) received \$2,697,393.

In the months that followed, local areas updated OJT policies, employer contract language, processes, procedures, and outreach strategies for both prospective participants and employers. Several meetings were held with BWDP staff to determine areas of responsibility and to ensure that each of the required reports could be accurately produced in both the financial and performance tracking system. Upon testing of the system, NEG reporting issues were identified. The Office of Information Technology developed and implemented a solution to the data entry issue. BWDP defined processes and instructions for performance tracking and project monitoring to ascertain consistency in data capture for measurement of the effectiveness of the projects.

Tracking instructions were prepared and disseminated to the local workforce investment board Directors, PA CareerLink[®] Administrators, and the points of contact in local workforce investment areas operating the NEG grant. The tracking mechanism and instructions also ensure alignment with statutory and regulatory compliance, grant specifications, and Pennsylvania's goals and objectives.

The Corporation for a Skilled Workforce (CSW) has been contracted as the project coordinator to assist in identifying best practices and resources for developing models which may be replicated in communities throughout the commonwealth.

During Program Year (PY) 2010, project operators in six local workforce investment areas provided OJT opportunities to long-term dislocated workers for employment in high-priority occupations. Community partners assisted by connecting employers with human capital needs to business services teams and the PA CareerLinks[®] who compared the skill levels of potential participants with the skill sets needed by those employers.

Many of the dislocated workers who have been unable to reconnect with the labor market for a prolonged length of time may be in need of contextualized learning, experiential learning or

other basic or remedial skills training. Pennsylvania budgeted for such services although it anticipates that these funds will be leveraged with the in-kind match provided by Adult Basic and Literacy Education (ABLE) partners in the PA CareerLinks®.

The budget includes funding for supportive services, including transportation, clothing, childcare, small tools, physical examinations, educational or occupational licenses or certification fees with an average cost of \$475.00 per participant.

The grant established a wage cap on training reimbursements based upon the state's average wage, which in Pennsylvania is \$20.21 per hour. Employers may pay participants higher wages; however, reimbursement shall not exceed 90 percent of the \$20.21 wage cap or \$18.19 per hour.

Monthly conference calls with project operators helped to provide clarification of project guidelines and provided an opportunity to share useful information and resources in a timely manner. To ensure uniform dissemination of information, a Question & Answer (Q&A) document was developed to answer questions received from project operators.

Project Operator Activities

Although the rate of unemployment for the Southern Alleghenies and Westmoreland-Fayette local workforce investment areas remains higher than Pennsylvania's current average rate, these project operators rapidly outpaced other project operators having written 67 contracts with an average training wage of \$13.50 per hour during PY 2010.

Berks County local workforce investment area was the first to establish a contract with a reimbursement rate based upon the assessed skills gap using the *OJT Trainee Skills Gap Analysis* resource and *O*NET Occupational Tasks* and the *TORQ*. Case managers discuss each competency with the potential OJT participant to target training to areas of deficiency avoiding an investment of time and resources in the provision of training for skills already attained. They developed an OJT business card that has been shared and successfully implemented. Job seeker participants present the card to potential OJT employers. The card provides OJT and contact information for those interested.

Berks County provided information about OJTs featuring interviews with both the employer and job seeker on the local public television station. The average training wage for the project in Berks County is \$16.79 per hour.

The Lehigh Valley local workforce investment area had success using the OJT business cards, pamphlets and chamber publications. The average training wage is \$15.48 per hour. They received several letters of appreciation from businesses with whom they have contracted.

The Lehigh Valley local workforce investment area modified its Local Plan to use the waiver for WIA-funded OJT contracts. As a result of the NEG experience, matriculation agreements have been established between the local community college and Lehigh University for science and engineering degrees.

The Central and North Central local workforce investment areas did not establish any contracts during the first half of the program year; however, the pace of grant activities rapidly increased, and they began using non-traditional outreach means such as Twitter, Craig's List and other social media.

During PY 2010, Pennsylvania obligated \$1,000,000 in grant funds to establish 109 OJT contracts. Statewide activities reports indicate a steady increase in the rate of activities. The report currently indicates a total of 131 participants, 75 of whom were provided supportive services. There are 42 program exiters, 39 have been retained by the employer who provided the training or have entered into employment in a related occupation.

Looking Ahead

BWDP staff, project operator staff and the project coordinator are developing a webinar to feature best practices and program design elements that support successful OJT programs. As previously stated, one of Pennsylvania's objectives for the NEG-funded OJT was to identify key elements for successful OJT program replication throughout the commonwealth. A current grant modification is under development to extend NEG OJT opportunities to other local workforce investment areas. This will provide an opportunity to test some of those elements through practical application. Pennsylvania is confident that each of the grant's objectives will be met or exceeded.

FTCA, Inc. – Dual Enrollment National Emergency Grant (PA-20)

In August 2011, L&I received a \$670,000 NEG to provide access to wrap-around and supportive services not covered under the Trade Adjustment Assistance Program to approximately 145 Dislocated Workers who worked at FTCA, Inc. FTCA, a manufacturer of folding travel trailers, was once one of Somerset County's largest employers. On January 19, 2011, 160 FTCA workers were informed that the plant had closed and their health insurance benefits would be terminated at the end of the month. The grant funding period is July 1, 2011 to June 30, 2013.

2.16. VETERAN'S WORKFORCE INVESTMENT PROGRAM GRANT

The Veteran's Workforce Investment Program (VWIP) was created in 2009 through funding from the U.S. Department of Labor (USDOL). VWIP is a statewide program that addresses the unique needs of veterans seeking employment, training, job counseling and related services, and develops and promotes maximum employment opportunities for eligible veterans.

The commonwealth concentrated efforts during the first year identifying and connecting with green job employers as well as building an outreach strategy for veterans. These efforts consumed half of the first year and resulted in a strong foundation for successful outcomes in PY 2010.

A coordinated effort by commonwealth staff, subgrantees and a new training provider, *Retrain America*, resulted in significant additional job placements and produced a continuum of job-ready veterans that are trained for opportunities in the Marcellus Shale industry. The efforts contributed significantly to successful program outcomes by the end of PY 2010.

This grant year allowed for the expansion of the outreach network and aimed for increased assessments and subsequent enrollments in the VWIP program. The commonwealth created several initiatives to enhance this program to include:

- Conducting weekly mailings of VWIP program flyers to recently unemployed veterans and long-term unemployed veterans
- Sending notices to veteran staff of upcoming training opportunities
- Providing additional educational training to the commonwealth veteran's representative staff

Performance

During the fourth quarter of PY 2010, both grant recipients, Impact and Veterans Leadership Program, reported a combined 168 assessments, 78 enrollments and 70 placements. The placement activity demonstrated the largest growth of any quarter.

The following table shows the cumulative results of key goals through the fourth quarter of PY 2010 as compared to both the third quarter and the total for the year.

Table 2.16.1. – Cumulative Key Goal Results

Key Activity	Grant Total	Results through Q3	Results Q4	Results vs. Annual Goal
Number of Enrollments	180	164	250	139%
Number of Placements	120	38	108	90%
Number Trained	146	138	212	145%
Federal Spending	\$500,000	\$287,658	\$500,000	100%

Both the number of enrollments and the number trained shown in the table above exceeded their respective annual goals. Expenditures were concentrated in the fourth quarter to support job-ready training and were managed closely which resulted in the grant being on target.

Most significantly, the number of placements, which has been the toughest challenge, has reached 90 percent of the total goal. Based on activity in the past three months, six to eight participants who completed training before June 30, 2011 have an improved chance of job placement in the subsequent grant year. The plan for the final year of the grant is to complete all skill training not less than two months prior to the end of the grant year to allow adequate time for job searches, interviews and hiring.

Successful job placement results have numerous components. Approximately three of every four job placements were achieved through a variety of job opportunities developed by commonwealth staff and the subgrantees.

Twenty six percent of job placements were achieved by the partners in the development network and the training provider.

The skills training strategy that produced a measure of success in VWIP participants' job placements involved the natural gas extraction industry. Cooperation between natural gas extraction industry management, workforce professionals, and training providers crafted superior job training programs that focused on existing unfilled jobs. The positives of this strategy are an ample supply of quality jobs and a relatively short training period to become eligible for hire.

2.17. WORKFORCE INFORMATION GRANT

Pennsylvania's Labor Market Information Strategy & Success

Pennsylvania utilized the annual federal Workforce Information Grant (WIG) to improve the commonwealth's labor market information. The U.S. Department of Labor (USDOL)

Employment and Training Administration's (ETA) Program Year 2010 guidance according to TEGL 3-10, Application Instructions for Program Year (PY) 2010 Workforce Information Grants to States: Workforce Information (WI) and Labor Market Information (LMI) Formula Allocations, stresses that states must provide sound foundational data, information and resources to the workforce system. Utilization of relevant and targeted labor market information (LMI) to assist Pennsylvanians gain productive jobs is critical in light of the increased demand for postsecondary credentials and career-long learning in today's world. Using a comprehensive strategy adopted in 2009, Pennsylvania's LMI unit, the Center for Workforce Information & Analysis (CWIA), concentrated on both upgrading and maintaining traditional products offered while introducing an abundance of local LMI products and services to aid in the local decision-making process.

Work performed under this grant addressed an urgent need to generate relevant LMI to help Pennsylvania make well-informed regional labor market decisions as the state comes out of the "Great Recession." The ETA grant has been leveraged with other funding streams to accomplish multiple improvements to Pennsylvania's Labor Market infrastructure including the following:

- Infused the workforce development system with real-time labor market information
- Provided aggressive training on use of labor market information technology
- Continued research of the commonwealth's green economy
- Defined and analyzed the commonwealth's Marcellus Shale industry sector
- Published a study on the profile of the unemployed
- Created partnerships with the department's Unemployment Compensation Bureau to connect workforce and unemployment data
- Developed a new outreach strategy; concentrated on broad efficient dissemination of new or existing products and services
- Ensured consistent production and dissemination of local data for local decision-making

Additionally, the improvements made to Pennsylvania's Labor Market infrastructure were significant. Each of the following five deliverables, which were originally agreed to in the Workforce Information Grant for PY 2010, was completed on time:

- Populating the Workforce Information Database (WID) with state and local data
- Producing and disseminating industry and occupational employment projections
- Conducting and publishing relevant economic analyses, special workforce information, and economic studies determined to be of benefit to the governor and workforce investment boards

- Posting products, information and reports on the Internet
- Partnering and consulting on a continuing basis with workforce investment boards and other key workforce and economic development partners and stakeholders

Ultimately, CWIA used this grant to support the Pennsylvania’s mission in this difficult economy to increase opportunities for the citizens of Pennsylvania to acquire the skills to succeed in our knowledge-based economy, and to strengthen the commonwealth’s economy through a skilled workforce.

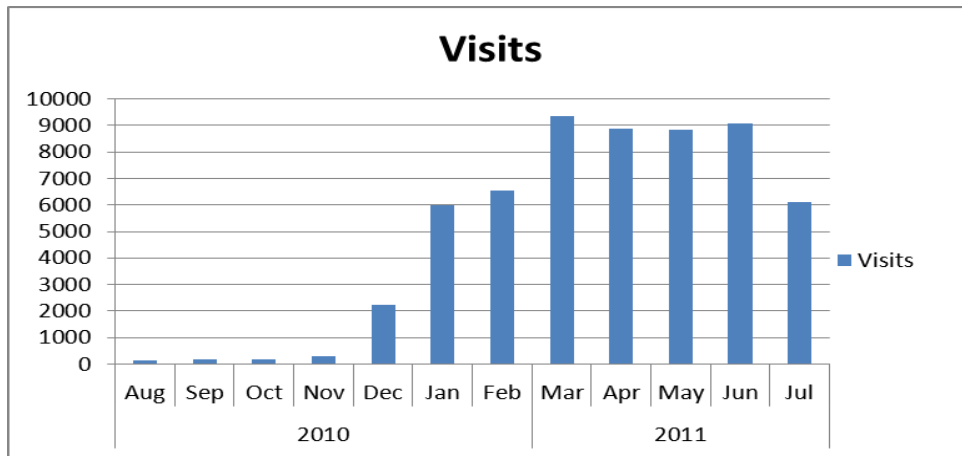
Overview of Deliverables

Apart from the deliverables mentioned in the previous section, a variety of new and traditional products were produced and updated during the year. These include:

- A *Fast Facts* series that provided a snapshot of several different labor market and economic datasets specific to the state, workforce areas and Marcellus Shale
- Help Wanted Online data that summarizes job postings from a wide variety of sources
- New Hire data that highlights industries that are hiring
- Tools and reports that assist in targeting or analyzing the performance of industry clusters
- Reports and products containing occupational and career information with some specialized to the health care industry
- Ongoing studies relative to the minimum wage and the unemployed

Each of the publications and reports discussed above is available through the internet. “Job Spidering,” a new technological advancement, can also be found on CWIA’s internet site. Job Spidering is a technology that searches the internet for online job postings and allows job seekers to review thousands of online jobs from a myriad of websites in one location. This automation allows the searcher to apply for a specific job online at no cost. The value of this new technology can be gauged by the dramatic increase in the number of unique monthly visitors to CWIA’s website (*refer to chart below*).

Pennsylvania Workforce Statistics Website - Monthly Unique Visits



Customer feedback was the impetus for much of the new product development and existing product enhancements. Attendance at conferences, symposia and multiple presentations allowed staff to interact with various customer groups and garner valuable insights through an open exchange.

The use of technology to increase our customer responsiveness was also a major focus. A series of webinars designed for PA CareerLinks and local workforce investment board staff highlighted new products and tools for real-time data. Additionally, CWIA interacts with customers through its Customer Response Team (CRT) which handles inquiries from a broad array of customers on a daily basis. CWIA also works closely with local workforce investment boards and other state agencies regularly to assist in program evaluation, grant proposal and training curriculum development. These agencies and workforce related entities include: the Departments of Public Welfare, Education, Corrections, Aging, and Community and Economic Development, and the Department of Labor and Industry’s Office of Vocational Rehabilitation.

An overview of the products and services leveraged to optimize the use of this grant and the broad scope of our evolving customer base is provided in the following two (2) tables:

Table 2.17.1. – Select Center for Workforce Information and Analysis Products

Actuarial Evaluation	Performance Measures for varied programs
Analysis of Pennsylvania’s Minimum Wage	IMPLAN Analysis (Input/output Analysis)
Regional Fast Facts	Regional Data Analysis Tool
Statewide Fast Facts	Pennsylvania New Hires (by State & WIA)

Civilian Labor Force Packet	Strategic Early Notice Database
County Profiles	Strategic Early Warning Network Data
Green Research and Publications	Targeted Employment Areas
Marcellus Shale Industry Reports	Targeted Industry Cluster Analysis/Publication
Older Workers in Pennsylvania	Top 50 Employers
PA Resource Guide (Companion to Career Guide)	Unemployment Compensation Data
Pennsylvania Career Guide	American Community Survey
Areas of Substantial Unemployment	CIP/SOC Crosswalk
Monthly Employment Briefing	Demographic Information
Press Releases	Economic Indicators
Profile of Pennsylvania's Unemployed	Population Estimates
High Priority Occupations Policy Guidance	Labor Surplus Areas
Local Employment Dynamics CD	Long-Term Industry Projections
Long-Term Occupational Projections	Economic Review of PA
PA Employers with more than 500 Employees	New Hire & Initial Claims Mapping
Pennsylvania Employers Name & Address File	TORQ Skills Matching Analysis
<i>This is a representation of current products/services used. It is not a comprehensive list.</i>	

Table 2.17.2. – Center for Workforce Information and Analysis Customers

Pennsylvania Workforce Investment Board (PA WIB)
Local Workforce Investment Boards
Employers, Educators, Trade Associations/Unions
Pennsylvania Department of Labor & Industry: Unemployment Compensation Deputate, Bureau of Workforce Development Partnership, Workers Compensation Bureau, PA CareerLink, Industry Partnerships
Pennsylvania Department of Community & Economic Development
Pennsylvania Department of Environmental Protection
Pennsylvania Department of Education
Pennsylvania Department of Revenue
Pennsylvania Department of Health
Pennsylvania Department of Public Welfare
Office of the Governor
Penn State Data Center
Policy Makers
Members of the Press/Media

Future Direction of Labor Market Information Work

The aforementioned information provides an overview of accomplishments under the Workforce Information Grant. A more detailed description of all activities conducted under this grant can be found in the Workforce Information Grant Annual Report.

Each year, CWIA will continue to enhance its existing strategy and determine the value of current and new products and services before WIG funds become available. Plans for the grant will be adjusted based on CWIA's ongoing research and extensive outreach aimed at determining the needs of key stakeholders. For example, on September 6, 2011, CWIA convened a meeting with its customers to ascertain "what is working" and "what needs improvement." These inputs were instrumental to the grant modification pursued by CWIA to ensure products are relevant to the customers. Expansion of traditional support and the infusion of new products and services will continue to be based on such outreach. New mechanisms will be created to capture the evolving needs of customers, the labor market and the changes in the economic climate.

Select products produced this year are highlighted along with a summary of the products that are frequently used from CWIA's website

1. Monthly

Workforce Investment Area Fast Facts

Workforce Investment Area Fast Facts is a monthly publication that provides a quick snapshot of a Workforce Investment Area's different labor market and economic datasets. There are 22 local workforce investment areas in Pennsylvania and each receives its own Fast Facts publication. The publication includes data on labor force statistics, unemployment compensation, industry employment, industry highlights, employer activities, new hires, online job postings data, news of the month, and a definitions section.

<http://www.paworkstats.state.pa.us/gsipub/index.asp?docid=777>

Marcellus Shale Fast Facts

Each of the *Marcellus Shale Fast Facts* sections provides a quick snapshot of labor market information for Pennsylvania's Marcellus Shale industries and related economic activity. Marcellus Shale Fast Facts is updated each month with the most current and relevant information available. The publication includes data on jobs, industry employment, wages, occupations, online job postings data, new hires, maps and a definitions section.

<http://www.paworkstats.state.pa.us/gsipub/index.asp?docid=775>

Analysis of Help Wanted Online Job Postings

Help Wanted Online (HWOL) data is provided to CWIA from WANTED Analytics Corporation. HWOL data is collected from online job posting sites such as CareerBuilder.com and Monster.com. The data can be used to analyze trends in employment demand at various grouping levels. The data allows for real-time computations of online jobs data by area, industry, occupation and employer. CWIA distributes real-time job ad reports, compiled by local workforce investment areas, to the respective local workforce investment boards. The reports enable the local boards to determine where and in what industries and occupations jobs are occurring to help align local PA CareerLinks[®] and education providers with properly placing and training the unemployed.

2. Quarterly

New Hires by Workforce Investment Areas

New Hires data are an informative and exciting new dataset for workforce and economic development professionals. The dataset shows those industries that are hiring by workforce investment area. Data is available for the most recent complete quarter which can be used to determine where and which industries employers are hiring and to find emerging or declining industries based on previous year comparisons.

<http://www.paworkstats.state.pa.us/gsipub/index.asp?docid=776>

Local Employment Dynamics (LED) Analysis Database

This Microsoft Access database contains LED data by state, workforce investment area and county. Standard queries are built into the database to analyze local economies based on the questions that can be answered by LED's Quarterly Workforce Indicators. For example, one feature of the database is specialized queries such as a focus on the growing cohort of older workers in the workforce.

3. Products on the Center's Website

CWIA posts a vast array of products, information, and reports on its website, which have been detailed above as the third deliverable completed, and are listed in Table 3 below.

Table 2.17.3. – Products, Information and Reports Available Online

Pennsylvania Fast Facts	Monthly publication that provides a quick snapshot of PA's many different labor market and economic datasets
http://www.paworkstats.state.pa.us/gsipub/index.asp?docid=770	
Workforce Information Area Fast Facts	Monthly publication that provides a quick snapshot of a WIA's different labor market and economic datasets
http://www.paworkstats.state.pa.us/gsipub/index.asp?docid=777	
Marcellus Shale Fast Facts	Monthly publication that provides a quick snapshot of LMI for PA's Marcellus Shale industries
http://www.paworkstats.state.pa.us/gsipub/index.asp?docid=775	
Monthly Employment Situation	Monthly briefing to state government staff conducted by CWIA to discuss the latest employment and unemployment data
http://www.paworkstats.state.pa.us/admin/gsipub/htmlarea/uploads/PA_news_rel.pdf	
New Hires by WIAs	Quarterly dataset showing industries that are hiring by WIA
http://www.paworkstats.state.pa.us/gsipub/index.asp?docid=776	
Regional Data Analysis Tool (RDAT)	
http://www.paworkstats.state.pa.us/workstatsftp/	
Employer Name & Address File	
http://www.paworkstats.state.pa.us/workstatsftp/	
Pennsylvania's Targeted Industry Clusters (TIC)	Annual publication that provides an overview of the state's 11 TICs
http://www.paworkstats.state.pa.us/gsipub/index.asp?docid=407	
High Priority Occupations	Annual lists containing the HPOs both statewide and by region.
http://www.paworkstats.state.pa.us/gsipub/index.asp?docid=504	
Pennsylvania Career Guide	Annual publication designed to assist those exploring careers and making decisions about post-secondary education, training and work
http://www.paworkstats.state.pa.us/gsipub/index.asp?docid=405	
Analysis of Pennsylvania Minimum Wage in 2010	Annual report highlighting statistical information on Pennsylvania's who earn at or below the minimum wage
http://www.paworkstats.state.pa.us/admin/gsipub/htmlarea/uploads/Minimum_Wage_Analysis.pdf	

Actuarial Evaluation	Annual publication providing analysis of PA's unemployment compensation system
http://www.paworkstats.state.pa.us/admin/gsipub/htmlarea/uploads/Actuarial_Evaluation.pdf	
Career Posters	Annually updated posters aimed at spreading career awareness through high schools and middle schools
http://www.paworkstats.state.pa.us/gsipub/index.asp?docid=492	
Marcellus Shale Industry Snapshot Update	Highlights the core industries involved in this sector as well as how the industries are performing
http://www.portal.state.pa.us/portal/server.pt?open=18&objID=806040&mode=2	
A Profile of Pennsylvania's Unemployed People	Presents the basic facts on PA's unemployed
http://www.paworkstats.state.pa.us/admin/gsipub/htmlarea/uploads/profile_of_unemployed.pdf	
Targeted Industry Clusters (TIC) Summaries	Based on state-defined TICs and can be customized for any WIA
http://www.paworkstats.state.pa.us/gsipub/index.asp?docid=462	
RN/LPN Supply/Demand Analysis Reports	Examines the nursing supply and demand situation
http://www.portal.state.pa.us/portal/server.pt/document/490284/2009_rn_lpn_models_pdf?qid=42281457&rank=6	
Careers In Demand	One-page fact sheets produced for each of PA's HPOs
http://www.portal.state.pa.us/portal/server.pt/community/career_descriptions/12890#top	
CIP-SOC Crosswalk	Aligns training programs (classified by CIP codes) and occupations (classified by SOC codes)
http://www.portal.state.pa.us/portal/server.pt?open=514&objID=575374&mode=2	

Included on CWIA's website are presentations on various topics which are described in Table 2.17.4.

Table 2.17.4. – Presentations Available Online

PDF versions of all presentations are available at http://www.paworkstats.state.pa.us/gsipub/index.asp?docid=782	
Labor Market Information for PA CareerLink® Business Service Teams	Covers a combination of existing and new LMI products to assist professionals working in CareerLink® Business Services.
Tools for Labor Market Information	Creates awareness of new and existing LMI tools for WIBs and Industry Partnership professionals.
Job Spidering	Explains the new tool that searches the web for online job postings and allows job seekers to review postings from one location.
Pennsylvania’s Workforce: What Are the Jobs of Tomorrow?	Provides educators and guidance counselors with a basic understanding of the occupational data available to identify emerging careers for students.
Analyzing Pennsylvania’s Employment Picture	Uses statewide and local area press releases to explain the different employment data available from CWIA.
Career Opportunities in Science, Technology, Engineering & Mathematics	Focuses on career opportunities in STEM occupations.
Green Research: Then and Now	Reviews findings from the most recent green research.
Industries and Occupations: The keystones of Labor Market Information (LMI)	Focuses on LMI from the perspective of occupational and industry analysis and tools available.
The Use of Fast Facts and Real-Time Labor Market Information (LMI)	Highlights new tools and resources that showcase real-time data and Job Spidering technology.
Using Unemployment Compensation Information to Understand Your Local Economy	Highlights current and projected unemployment compensation claimant activity.

2.18. LOCAL WORKFORCE INVESTMENT BOARDS & PA CAREERLINK® SERVICES

Collaboration at the state, regional and local levels is critical to the success of Pennsylvania’s workforce development system. This collaborative spirit is the foundation for building partnerships which are vital tools to supporting job creation and job retention.

As a strategic planning and policy-making body, a local workforce investment board is uniquely positioned to serve as a focal point for development strategies that are based on the needs of local communities and economic regions, proactively coordinating the region's broad

mix of resources to direct and target them effectively. A chief elected official, e.g., a county commissioner or the mayor of a major city, appoints members to the workforce investment board choosing from nominations submitted by local stakeholders.

The majority of a local workforce investment board's membership comes from the business sector, joined by representatives from labor unions, educational institutions and other entities having a stake in local workforce and economic development.

The strengths of a local workforce investment board lie in its visionary and leadership role, its collaborative networking to build essential relationships and leverage resources, and its oversight functions of the locally implemented WIA program which includes the workforce development system created by the WIA.

While the local workforce investment board serves this vital role, the operational role of carrying out effective services delivery is performed by the PA CareerLink[®] system. An integrated component of the statewide PA CareerLink[®] system, each local system is tailored to meet the workforce needs identified within a region. A consortium of partner programs administers PA CareerLink[®] operations. The consortium, guided by local workforce investment board policies and a strategic direction, bears responsibility for ensuring that operations are effective and performance goals are achieved.

The integral role of local workforce investment boards and the local PA CareerLink[®] network remain evident throughout the Annual Report to the Secretary for PY 2010.

2.19. VETERANS SUCCESS STORIES

PA CareerLink[®] Alle-Kiski

The PA CareerLink[®] Alle-Kiski Ironclad is a proactive electronic document distributed on a monthly basis by the Veterans Program. The document targets regional, state and nationwide veterans, and serves as an exponential services outreach to veterans who would otherwise have no contact with the Employment One-Stop system. The initial mass distribution was to over 2,000 veterans, veterans' service offices, veteran service providers, military commands, and 50 local veterans staff across 19 states. Ultimately, this document reached a client base and final circulation between 6,000 and 7,000 individuals. Through this effort, the PA CareerLink[®] Alle-Kiski received numerous calls from veterans and exiting military members from across the country, including Florida, Colorado and California. Most recently, the impact of this program was realized when the DVOP was contacted by an exiting service member awaiting a permanent change of station from Italy.

The Ironclad serves as a low cost stopgap that encourages continuity of employment services for unemployed veterans, veterans with barriers to employment, and exiting military service members. Its effectiveness has been noted by other states' DVOP/LVER staff, and the PA CareerLink® Alle-Kiski received multiple requests for other states to utilize the concept in their One-Stop Centers.

PA CareerLink® Butler County

The PA CareerLink® in Butler County is working with a focus group from The Chamber of Commerce serving the Southern Butler/Northern Allegheny Counties. A core group of veteran business owners who believe that veterans need support in their efforts to re-enter civilian life drive this focus group. The group works with the chamber to identify veteran-owned businesses, and creates a pipeline for these companies of veterans seeking employment.

PA CareerLink® Clinton County

A discharged U.S. Army veteran received a general under honorable conditions discharge in June 2010, and moved to Pennsylvania in August 2010. The Local Veterans' Employment Representative Program (LVER) saw this veteran for the first time in October 2010 after learning that the veteran suffered from Posttraumatic Stress Disorder (PTSD). LVER referred the veteran to the Clinton County Veterans Affairs Director, who provided the necessary paperwork to process a claim. The veteran interviewed with Guardsmark, a security company contracted by the natural gas industry, and received a job. Subsequently, after a short time, the veteran and other staff were laid off.

At that point, the veteran became very interested in the Veterans' Workforce Investment Program (VWIP) program. LVER learned about natural gas training in Williamsport, Pennsylvania in March 2011. During the VWIP training, the veteran attended a career fair held with several natural gas companies, and obtained a position with Cased Hole Solutions. Later, the veteran was promoted and given a raise from \$12.50 an hour to \$22.00 an hour since his April 2011 hire.

This veteran has done very well and is a great advocate for the PA CareerLink® Clinton County and the service he has received. Knowing the questions to ask and where to send incoming veterans in the system is the key to success and seamless service among workforce participants.

PA CareerLink[®] Washington County

The PA CareerLink[®] Washington County conducts a Veterans Job Club and Benefits Workshop two hours every week. Over 50 veterans have participated in this initiative since January 2010. The workshop includes:

- Job search assistance
- Resume preparation
- Job matches and referrals
- PA CareerLink[®] services
- Current employer recruitments
- GI Jobs magazine
- VA medical and disability benefits
- GI Bill education and training
- Civil Service information

PA CareerLink[®] Wilkes-Barre

A veteran suffered a gunshot wound to the head in Iraq which caused a significant traumatic brain injury (TBI) and full blindness. This veteran currently wears two prosthetic eyes, takes anti-seizure medication, and attends a visual services group therapy at the VAMC Wilkes-Barre in addition to his Vet Center therapy. A REALifeline referral was made by a Vet Center veteran's social worker. Several DVOP visits with this veteran and his family established a successful, genuine rapport which was initially difficult for this veteran because he was inhibited by his blindness in front of people. As of September 2011, this veteran is an adjunct faculty member at the University of Scranton's Department of Occupational Therapy and Physical Therapy, his alma mater. By reaching out to this employer and discussing all the issues with this veteran, the University found a position it agreed to offer this veteran. He will begin as a part-time instructor, and eventually obtain full-time status. Not only did this meet an employment need, but it also provided this veteran with many possible outlets for social activities with his peers, an early area of concern. Blinded veterans and individuals can find activities, but this veteran's youth made things more difficult as many of these are geared to older individuals. In the university arena, this veteran will be with his own age group.

DVOP organized an "*Expungements and Pardons of Veterans Criminal Records*" in-service program with North Penn Legal on April 28, 2011 at the PA CareerLink[®] Wilkes-Barre. DVOP outreach included all PA CareerLink[®] staff at the Wilkes-Barre and Hazleton office, as well as local prison work release programs, all Veterans Administration Medical Center (VAMC) staff in the homeless programs, Compensated Work Therapy, Vocational Rehab and

Supported Employment Services. DVOP coordinated with other PA CareerLink[®] personnel to develop and implement a PA CareerLink[®] “*Criminal Records Workshop*” that will be offered quarterly at PA CareerLinks[®] in Wilkes-Barre and Hazleton.

It is discrimination for an employer not to hire a potential employee solely because of a criminal record unless there is a nexus or link between the crime and the job. North Penn Legal will write a letter to the employer who indicates they will not hire an ex-offender because of a criminal record. This is done free of charge once a person qualifies for their assistance.

PA CareerLink[®] York

A recently separated veteran walked into the PA CareerLink[®] York soon after returning from the Iraq war in late September 2009. The veteran was extremely tense, presented signs of depression and/or PTSD, and expressed thoughts of possibly harming himself. DVOP made immediate contact with the Vet Center of Harrisburg and arranged an immediate first contact and appointment session with one of its counselors. DVOP actively continued to maintain contact with the veteran daily until he was able to meet with a counselor.

While initially progressing, he suffered a setback when he found out in late November that he would have to be out of his house by December 15. DVOP quickly found out that apartment complexes would not rent to him because his unemployment compensation (UC) was not considered an income source; therefore, he was not financially eligible to sign a lease. DVOP reached out to the Veterans Administration (VA) and attempted to get him enrolled in VA Section 8/HUD VASH housing assistance, but again ran into a barrier as the UC income amount exceeded program guidelines. In a final attempt, DVOP made a call to a leasing agent on behalf of the veteran and explained the veteran’s situation and background. Success ensued. The veteran submitted an additional application on December 14 which was approved later that day. After work, DVOP staff assisted the veteran with moving to his new apartment. The veteran and the DVOP continued to explore possible work opportunities.

The veteran and DVOP continued to follow up with the VA to manage post-deployment issues. DVOP referred the veteran to the VA for service-connected disabilities, who subsequently received a 30 percent service-connected disability rating. Once the VA issued the rating, DVOP used the eligibility to assist with Pennsylvania State Civil Service Commission employment applications for Veterans Representative positions, and make an additional referral for VA Vocational Rehabilitation services.

Another veteran came into PA CareerLink[®] York in June or July 2010 with an availability survey from the commonwealth concerning a LVER position at the PA CareerLink[®] Carlisle location. DVOP worked with him to ensure all the documentation and records were

submitted properly for the position. The veteran and DVOP decided that a series of mock interviews would be necessary for the veteran to become comfortable with the interview process. The DVOP contacted VA Vocational Rehabilitation and Employment Service (VR&E) staff to coordinate a mock interview with the veteran and to schedule a second one for the morning of the actual appointment. The veteran was given guidance on proper clothing and grooming for both the mock and actual interviews. During the first interview with the VA VR&E staff, the veteran was tense and nervous, and failed to communicate his qualification and abilities. During the second, he was much more polished and able to communicate his qualifications and abilities to DVOP and others in the mock interview notwithstanding his nervousness. He was asked to follow up with DVOP after the actual interview with the commonwealth at PA CareerLink[®] Carlisle.

Through the months of July through September, the veteran and DVOP continued to explore educational opportunities. He decided to enroll at Temple University to continue working toward his Masters in Social Work using the Post-9/11 GI Bill. The veteran has also continued to work with DVOP to seek potential work opportunities that fit his background and experiences. However, he received a call from the PA CareerLink[®] Cumberland County in early October, and received the LVER job offer. He accepted the offer and started work in mid-October 2010.

Impact Services (Subgrantee of Commonwealth's VWIP Grant)

A 41-year-old veteran of the U.S. Army served his country from September 1987 to June 1991 and was separated with an Honorable Discharge. The veteran is married with dependent school-age children and resides in Lock Haven, PA. The veteran enrolled into the VWIP in March 2011. This veteran satisfied the VWIP eligibility qualifications as a result of his service in the Persian Gulf/Desert Storm conflict. Furthermore, the veteran has a service-connected disability for PTSD.

The veteran had a verifiable work history prior to his military service, but he needed to improve his job skills and resolve PTSD concerns.

The veteran first heard about the VWIP through his PA CareerLink[®] Veterans Representative and contacted Impact Services, Veterans Labor Department, to gather information. After receiving a detailed understanding of the program, the veteran believed that the Retrain America's Marcellus Shale employment training would be ideal for him as it would assist him in finding employment that would be suitable given his PTSD. He enrolled in one of the Retrain America training courses, successfully completed his training, and began his job search. The veteran continued his employment search even though the necessary job

certifications did not arrive. Supported by Impact and by contacts developed by Retrain America, the veteran obtained a job with the Halliburton Corporation at \$15.50 an hour in June 2011.

This veteran is an example of how much can be accomplished by a commitment to improving one's circumstances with awareness of personal situation, realization of the need to upgrade job skills, and a determination to move ahead despite complications. Notwithstanding the difficulties that he faced, the veteran prevailed in his quest to find employment.

2.20. TRADE

The Trade Act of 1974, subsequently amended by the Trade Act of 2002 and the Trade and Globalization Adjustment Assistance Act of 2009, provides assistance to workers negatively affected by certain employment losses where the affected jobs move overseas. The affected workers may, among other things, receive training for other careers, receive income support while training, and receive financial support for job searches and relocations. Additionally, qualified reemployed workers under the Alternative Trade Adjustment Assistance (ATAA) and Reemployment Trade Adjustment Assistance (RTAA) programs may be eligible to receive a wage subsidy to help bridge the salary gap between their old and new employment.

The Pennsylvania Department of Labor & Industry (L&I) administers the Trade Program on behalf of the Secretary, U.S. Department of Labor (USDOL). The Trade Coordination Services unit within the Bureau of Workforce Development Partnership (BWDP) issues determinations regarding training, job search, and relocation applications.

Activity during Program Year 2010

The Commonwealth of Pennsylvania engaged in several Trade Program-related activities. Each will be discussed in turn.

Pennsylvania processed, i.e., received and either approved or rejected, 2,154 occupational training applications. These training programs allow workers who lost their jobs to learn a new career. The affected workers must choose a high demand occupation, which increases the likelihood that the worker will find sustainable employment following training.

Pennsylvania processed 145 remedial training applications. Workers who lack basic English and math skills often experience difficulty when facing unemployment. This includes

workers who learned English as a second language. Accordingly, these workers must acquire basic literacy and mathematical skills prior to commencing occupational training.

Pennsylvania processed 150 prerequisite training applications. Some training programs require that a person possess certain academic skills beyond prior to entering the training program. For example, a nursing program may require that potential participants possess biology and chemistry coursework. Numerous training programs require prerequisite courses which must be satisfied in order to gain admission to the actual training program.

Pennsylvania processed 15 ATAA applications and 376 RTAA applications. Reemployed workers age fifty and older may qualify to receive a wage subsidy to help bridge the salary gap between their old and new employment. This subsidy lessens the impact where an older worker, who may not possess transferable skills, must take a new position at a significantly reduced salary from the former position.

Pennsylvania processed 16,208 ATAA/RTAA subsidy checks. These checks are issued biweekly to eligible workers age fifty and older who qualify for the ATAA or RTAA subsidy.

During PY 2010, 1,793 participants successfully completed occupational training programs. These training programs, hosted by educational and private providers, allow workers to start new careers after facing trade-affected employment separation. Pennsylvania requires workers to enroll in high demand occupations to maximize employability.

During PY 2010, 84,747 participants found employment. This includes workers who completed a training program as well as those who found immediate employment.

The Commonwealth of Pennsylvania continues to lead the nation in providing Trade Program services. The occupational training application decrease—misleading on its face—coupled with the significant prerequisite training application increase, strongly suggests that more participants had to complete prerequisite training prior to starting occupational training. This further suggests that said participants lacked the necessary educational background and transferrable skills to jump into another career.

2.21. RAPID RESPONSE

Worker Adjustment Reemployment Notices (WARN)

In July 2010, after months of planning and preparation, the WARN component became fully integrated into the Commonwealth Workforce Development System (CWDS) for

recordkeeping purposes. The new component replaced an Oracle Database in use since 2005, and greatly improved the commonwealth's ability to track cases and provide accurate data. The old database would not allow deletion of duplicate cases and therefore skewed statistics on the number of WARN and non-WARN cases.

In Program Year (PY) 2010, Rapid Response Coordination Services responded to 301 cases that affected more than 16,640 workers. Worker Adjustment Reemployment Notices (WARNs) accounted for 38.5 percent (116) of the cases and 61.3 percent (10,210) of the affected workers. Non-WARN cases, or "public notices," numbered 185 (61.4 percent) companies and affected over 6,400 (38.6 percent) of affected workers.

National Rapid Response Workgroup

A member of Pennsylvania's Rapid Response team was nominated and selected to serve on the National Rapid Response Workgroup. The U.S. Department of Labor (USDOL), Employment and Training Administration (ETA) issued Training and Employment Notice (TEN) 3-10, *The National Rapid Response Initiative*, created a workgroup consisting of state and local Rapid Response practitioners, ETA National and Regional representatives, National Association of State Workforce Agencies (NASWA) members, Labor Liaisons, local workforce investment board members, and Rapid Response contract staff. The workgroup's mission was to foster and promote a nationwide understanding of the full potential of the rapid response system and support a team approach to ensure consistent, timely and effective service delivery.

Other Accomplishments

For PY 2010, 60 percent of the Trade Adjustment Assistance (TAA) certifications were initiated due to the outreach or intervention efforts of Rapid Response staff. Pennsylvania Rapid Response TAA outreach efforts were highlighted in a best practices webinar conducted by Social Policy Research Associates.

At a USDOL-sponsored conference in Arlington, Virginia, Rapid Response staff conducted a workshop entitled *Rapid Response 201, the New 101* highlighting best practices of the commonwealth's Rapid Response unit.

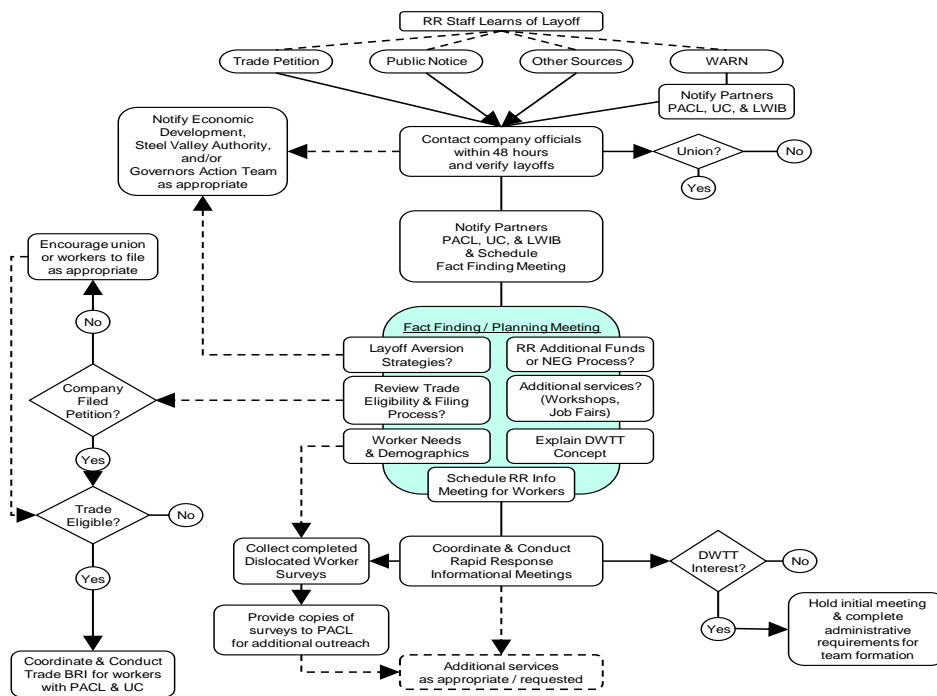
During the fall of 2010, Rapid Response staff participated in the Advanced Manufacturing Workgroup, an initiative intended to strengthen the commonwealth's manufacturing employers. Comprised of management, labor and public sector representatives, the workgroup focused on retention and growth in the manufacturing sector.

Rapid Response staff, along with local workforce investment board staff and PA CareerLink® leaders, met with their counterparts from the Youngtown, Ohio area to develop consistent Rapid Response service delivery between Ohio and Pennsylvania for dislocated workers who often cross state lines for reemployment services. This initiative is part of the Regional Innovation Grant (RIG) that is a regionally collaboration of the West Central WIB and several local WIBs in Ohio.

Rapid Response Process

Rapid Response staff designed the following process flow chart to illustrate the full scope of quality services provided to businesses and workers and marks the extensive collaborations, primary, secondary and tertiary required.

Rapid Response Process Flow Chart



BRI – Benefit Rights Interview
CWDS – Commonwealth Workforce Development System
DWTT – Dislocated Worker Transition Team
LWIB - Local Workforce Investment Board
NEG - National Emergency Grant
PACL – PA CareerLink®
TCS – Trade Coordination Services
TRA - Trade Readjustment Act
UC - Unemployment Compensation
WIB – Workforce Investment Board

2.22. STRATEGIC EARLY WARNING NETWORK

The Strategic Early Warning Network (SEWN)—the commonwealth’s *Layoff Aversion Initiative*—is an integral component of Pennsylvania’s Rapid Response (RR) system to assist in the transitional needs of workers and businesses. With offices in the Pittsburgh, Harrisburg, Wilkes-Barre and Philadelphia areas of the commonwealth, SEWN serves distressed businesses and working families in all 67 counties of Pennsylvania. In Program Year (PY) 2010, SEWN assisted 126 distressed manufacturing clients and helped save 992 manufacturing jobs, and since 1993, SEWN assisted more than 800 manufacturing firms and saved more than 17,000 jobs. SEWN helped Pennsylvania small businesses and communities impacted by the recession, the auto and construction downturns, and the general impacts of global trade.

The U.S. Department of Labor (USDOL) has long acknowledged SEWN as a “best practice” in layoff aversion. SEWN saved thousands of quality manufacturing jobs at an average cost of under \$1,000 per job saved (when averaged over the past five years). Thus, SEWN may be one of the most cost-efficient statewide job-saving programs in the United States.

SEWN saves Pennsylvania manufacturing jobs and communities by offering layoff aversion services to stabilize, restructure, turnaround or attract buyers for at-risk small- to medium-sized companies. First commissioned by the Pennsylvania Department of Labor (L&I) and Industry in 1993, SEWN built a nationally recognized early warning and jobs retention infrastructure. This system relies on a unique public-private information system (that provides early alerts of business risk), public awareness, and a talented, professional staff with consulting capacity.

The SEWN Program is managed as a partnership between L&I and the Steel Valley Authority (SVA), which received national acclaim as one of the most innovative economic revitalization initiatives in the country. For a quarter of a century, SVA helped dislocated workers and their families, small manufacturers, and communities survive economic downturns and global economic changes.

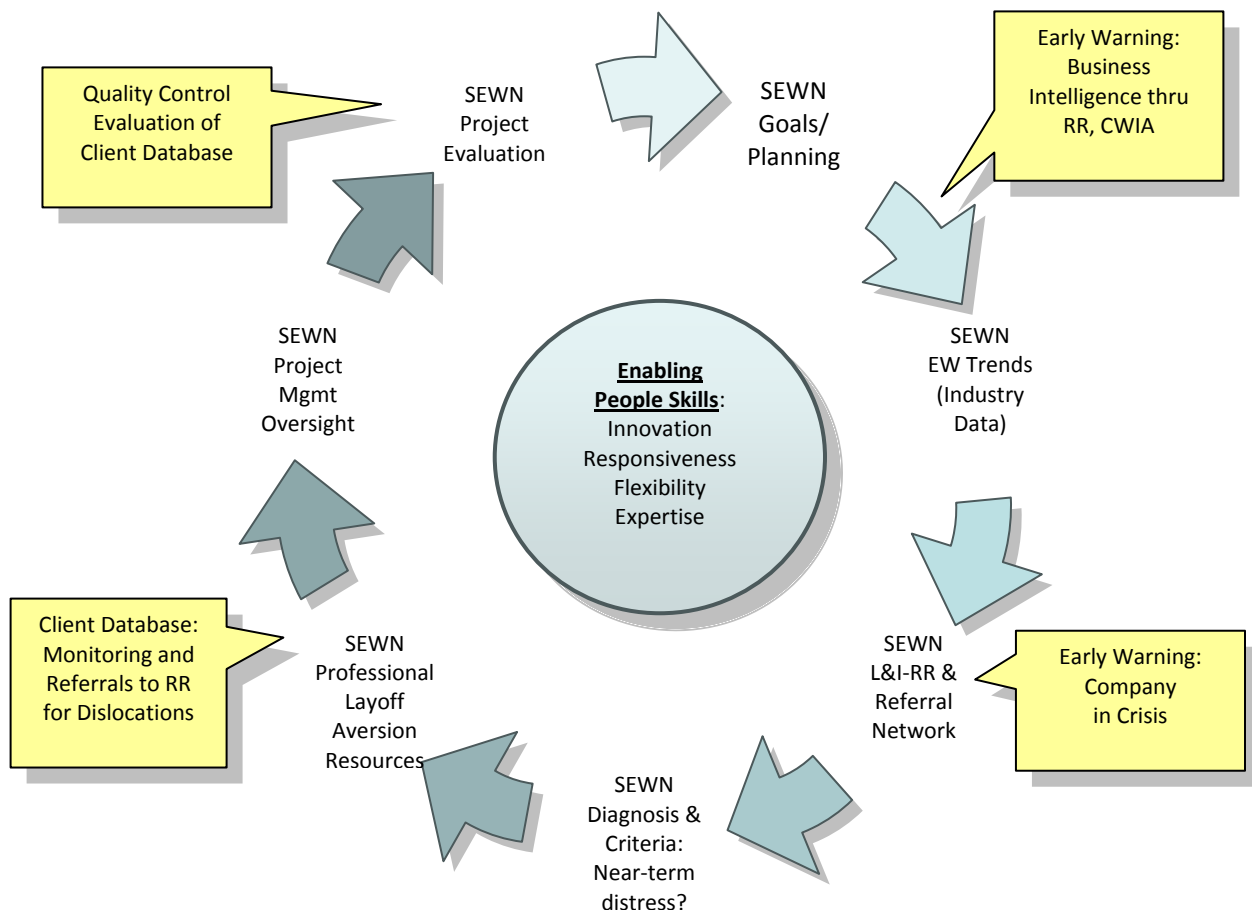
As an integrated approach of L&I’s Rapid Response system, SEWN goes beyond RR’s early intervention strategy. SEWN provides an opportunity to intervene prior to a business closing or mass layoff. In the last eighteen years, Pennsylvania’s RR team and the SVA developed an innovative, “cross-silos” retention team network of business and workforce associations, local unions and civic organizations, financial institutions and other stakeholders.

Experience shows that a company’s problems are easier to address before they reach the crisis stage. It is also easier and less costly to save an existing local company than to create a new business or attract one from outside the region. SEWN works with the Rapid Response Team and other state and local agencies, businesses and labor representatives to track early warning “alerts.”

- **Rapid Response:** Within 48 hours of a call from or about a distressed business, the SEWN staff team will contact company management, owner and/or employees to set up a site visit
- **Quick Diagnosis:** SEWN assesses the situation and helps to define the company’s critical problems
- **Layoff Aversion/Retention Plan:** Working with all business stakeholders, SEWN will inventory all available resources and help develop and implement solutions (free of charge)

Statewide Layoff Aversion Integration Chart

Rapid Response has worked closely with SVA to implement a continuous improvement cycle for the SEWN program that integrates it with the commonwealth's overall dislocated workers services approach.



Statistics

A preliminary independent evaluation of the Strategic Early Warning Network in the last program year showed broad improvements in service delivery. SEWN met its general goals of providing layoff aversion consulting services to distressed small- and medium-sized manufacturing firms and operating as an integrated partnership with Pennsylvania L&I RR to provide “early warning” for mass layoffs and plant closures.

During PY 2010-2011:

- Pennsylvania SEWN provided layoff aversion services to 126 manufacturing companies in distress, including 76 newly identified firms at risk, across 35 Pennsylvania counties and in 16 industry sectors
- Pennsylvania SEWN provided intensive retention services to 24 client firms, resulting in 992 job losses averted for the 2010-2011 program year
- Pennsylvania SEWN's overall average cost per job saved was \$1,001 in 2010-11 SEWN's job saving services have yielded a tremendous ROI (return-on-investment).

In the last five years:

- Pennsylvania SEWN saved 4,179 manufacturing jobs
- Pennsylvania SEWN's total costs per job saved averaged about \$972 per year
- Pennsylvania SEWN saved the commonwealth \$19-20 million in Pennsylvania Unemployment Insurance (UI) costs.
- Pennsylvania SEWN saved the commonwealth over \$75 million if jobs/payroll multipliers are included in cost-benefit calculations

Layoff aversion clients were also referred to other appropriate local, state and federal resources, including RR, dislocated worker support and incumbent worker training as well as business assistance such as marketing, operational and financing assistance.

Examples of evaluations, monitoring reports or audits

The SVA Layoff Aversion Guidebook

As part of the Dislocated Worker Initiative, USDOL sponsored the Steel Valley Authority to author the *USDOL Layoff Aversion Guidebook*, a national compendium of layoff aversion strategies developed for states and communities in cooperation with the National RR Workgroup. A copy of the *USDOL Layoff Aversion Guidebook* can be found at: <http://www.steelvalley.org/files/lag.pdf>

2010-2011 Strategic Early Warning Network (SEWN) Program

A Draft Summary Evaluation of the 2010-2011 SEWN Program, showing initial objectives and results, was completed by Dr. Elizabeth Stork, Ph.D., Associate Professor and

Department Head, Organizational Leadership Faculty, D. Sc. Information Systems and Communication, School of Communication and Information Systems, Robert Morris University.

2010-2011 Strategic Early Warning Network (SEWN) Program

Goals of the SEWN Program

For program year July 1, 2010 to June 30, 2011, Steel Valley Authority (SVA) will provide operations and financial consultation, without cost to the client, to small- and mid-size manufacturing businesses to prevent job losses in any of the 67 counties in Pennsylvania using these methods:

Industrial Monitoring and Response

- Timely identification of at-risk businesses
- Business intelligence gathering
- Coordination of regional retention resources

Layoff Aversion Services

- Pre-feasibility studies and business planning
- Financial restructuring
- Operational restructuring and cost management
- Succession planning
- Employee/management ownership transitions
- Labor-management relations

Objectives of 2010-2011 SEWN

In coordination with state-sponsored referral agencies and other sources, 70 percent of 70 to 90 newly identified small- to mid-size manufacturing companies at risk of mass layoffs, plant closures or relocations will be offered any of a set of core and non-core services through individual consultations.

Core Layoff Aversion services include:

- Financial Management
- Buy-Out
- Succession Planning

- Labor/Management
- Operations/Costs Management

Non-core services include:

- General Advocacy
- Marketing
- Technology
- Environmental
- Real Estate

SEWN Outcomes Indicators:

- Case records, hours, and summaries: Case records were accurately completed for 76 new client companies and all 126 clients
- Activity logs describing the provision of core and non-core services: Activity logs described the provision of 103 core and non-core services to 65 clients along with adequate summaries for all 126 clients
- Company satisfaction levels: Surveyed client companies report very high levels of satisfaction and an unreserved willingness to recommend SEWN to others
- Referral source satisfaction levels: Referral sources are highly satisfied with the handling of referrals
- L&I satisfaction with use of grant funds as indicated by grant renewals and/or increases in funding: Grant funding had been renewed and increased each year based on results

Intended and Actual Results of SEWN Grant

Manufacturing job losses are averted as a result of SEWN services provided to companies in crisis or at risk of closure. The objective of consulting with 70 to 90 companies, newly identified, to avert layoffs was met. SEWN program staff and consultants worked with 126 companies within 35 counties in Pennsylvania during the program year, 76 of them newly identified. SEWN provided services to 86 percent of these companies. SEWN provided 73 core services and 30 non-core services to 65 companies requiring specific assistance for a total of 103 services beyond consultation. Total number of consulting hours was 2,780 through the efforts of five Field Staff with an additional 796 hours in consultant services for a total of 3,576 hours serving clients. Direct intensive layoff aversion services on the part of SEWN staff enabled the retention

of 992 jobs in 24 distressed companies. Overall, firms were assisted in 16 manufacturing industry segments. Total grant cost of services per job retained was \$1,001.

Media Coverage

The SEWN Program received extensive national and statewide media coverage in the last year. Among the articles that focused on SEWN:

“Fish Tales”

Joseph Sabino Mistick (a Sunday opinion piece)
Pittsburgh Tribune-Review
Sunday, June 5, 2011

“Program Supplies Business Expertise, Helps to Save Jobs”

By Joe Napsha, Business Writer
Pittsburgh Tribune-Review
Wednesday, May 4, 2011

“Organization Seeks to Help Industry Stay in Pennsylvania”

Jim Dino, Staff Writer
Scranton Times-Tribune
February 20, 2011

“The Cost to Taxpayers to Save, Lose Jobs: To Save a Job -- \$750. To Lose a Job -- \$25,000”

Len Boselovic, Business Writer
Pittsburgh Post-Gazette
Wednesday, November 17, 2010

Brief description of plans and strategy for next program year

The Pennsylvania Department of L&I recently sponsored the expansion of SEWN services to five additional counties in Southeastern Pennsylvania, increasing the number of clients, businesses and economic stakeholders being served and expanding the existing network. Services will soon be provided to the state’s most populous region, and the new SE SEWN offices will utilize shared space at the Bucks County WIB in Bristol.

Given the difficulty of identifying small manufacturers at risk solely through WARN notices, the PA RR Team and SEWN Teams operate cooperatively in an integrated early

warning approach through a series of data exchanges that include public information sources (WARN, TAA, Public Notices, CWIA UI claims analysis and D&B stress scores), joint semi-annual staff meetings, and bi-monthly staff phone meetings. RR regional staff also invites SEWN field directors to participate in informational meetings with affected employers and workers. The RR Coordinators alert the appropriate SEWN Field Office when there are threatened layoff events, and SEWN Field Directors and staff refer cases back to RR when an aversion strategy is deemed not likely.

In 2011-2012, in collaboration with appropriate economic and workforce development partners and private sector entities, Pennsylvania SEWN aims to optimize its layoff aversion strategies for distressed businesses. SEWN's integrated approach includes sharpening its use of "business intelligence" systems to identify firms at risk, feasibility studies to assess the needs of and options for at-risk firms, and the delivery of employment, training, economic development, investment and financial restructuring activities to address identified risk factors.

Rapid Response and layoff aversion strategies offer a portal to help businesses, including trade adjustment assistance for businesses, low-interest loans and grants, incumbent worker training, shared work strategies, on the job training, and other workforce or economic development resources available from all levels of government as well as the private sector.

SEWN annually provides professional and confidential turnaround, financial and investment services to small- and middle-sized firms employing 25 to 500 workers through the following core services:

- Financial restructuring to enable businesses to meet current financial obligations or investment needs
- Operational restructuring and cost management to assist businesses in reducing their cost of goods sold, securing new markets for their services, improving the quality of their products, and utilizing new technologies in order to return them to competitiveness in the marketplace
- Ownership transition and buyouts to secure investors, management and new business plans necessary to change the ownership, organization and direction of businesses, including succession buyouts
- High performance workplace strategies to enable businesses to implement strategies that will improve their productivity and competitiveness
- New market strategies to provide inexpensive access to sales and marketing consultants to improve a company's sales performance and ability to find the new markets and customers needed to sustain vital businesses and jobs, especially when firms suddenly lose primary customers

Through the leadership of the SVA, the Commonwealth indirectly assisted other states in the Industrial Midwest and Northeast. With SEWN's technical assistance, a new layoff aversion program was launched in New York City and downstate New York that already averted the loss of over 1000 jobs. At its own expense, SEWN assisted numerous other states such as Missouri, North Carolina, Minnesota, Ohio and Nevada.

2.23. PROFILE REEMPLOYMENT PROGRAM AND OTHER REEMPLOYMENT AND TRAINING SERVICES FOR UNEMPLOYMENT COMPENSATION CLAIMANTS

Increasing Opportunities for Pennsylvania Residents

Reemployment services and information offered through the PA CareerLink[®] system are available to all Unemployment Compensation (UC) claimants.

The Profile Reemployment Program (PREP), Pennsylvania's Worker Profiling and Reemployment Services system, is a collaborative program to expedite reemployment services for UC claimants while eliminating duplicative services. PREP continues to provide a direct link between Labor & Industry's (L&I) UC and Workforce Development systems by identifying UC claimants who are most likely to exhaust their benefits and aggressively providing job assistance to expedite their reemployment.

Selection into PREP takes place automatically when individuals file a new application for unemployment compensation and receive their first payment. Individuals selected for PREP are ranked according to those most likely to exhaust their UC benefits before returning to work based on common characteristics found in similar unemployed workers such as employment history, educational level and other factors. System programming excludes claimants with a recall date, claimants who get all their work through union hiring halls, those involved in a work stoppage, and claimants who work part time.

UC claimants identified through PREP receive an assessment of employment needs to develop an employment plan identifying available services or activities that claimants need. A thorough review of each claimant's work history, education and skills by PA CareerLink[®] staff, in conjunction with the claimant, is necessary to determine the type and level of service required. Core services include reemployment program orientation, Career Resource Area orientation, enrollment into the Commonwealth Workforce Development System (CWDS), job search assistance, job clubs, referral services, Labor Market Information, job development and resume preparation. More intensive staff-assisted services include reemployment program assessment, job search workshops, job search planning, career guidance services, counseling, testing,

interview skill training and vocational guidance. Training services include remedial or pre-requisite training such as GED, ESL or basic computer skills; skills training; and On-the-Job Training (OJT).

Participation in reemployment services is tracked until exhaustion of UC benefits or termination of reemployment services. The CWDS is the system of record for tracking and reporting purposes. PA CareerLink[®] staff report potentially disqualifying information as the result of a failed action to the UC Service Centers for adjudication to determine continuing claimant UC eligibility.

Information gathered from customer feedback helps to define the quality of services that have been provided and is used to incorporate program improvements.

Because all UC services in Pennsylvania are provided via the telephone and online, PA CareerLinks[®] and UC Service Centers have to use other methods, such as letters, to remain in contact with claimants. In addition, UC maintains a partnership with each PA CareerLink[®]. This allows claimants to access UC services via UC courtesy phones and personal computers. PA CareerLink[®] and UC Service Centers staff hold regular, joint regional meetings to discuss issues and mutual concerns. At the central office level, the Bureau of Workforce Development Partnership (BWDP) and UC staff conduct bi-weekly meetings to share ideas and concerns.

Strengthening Pennsylvania Industries and Creating Industry-Led Training Strategies

Pennsylvania's workforce development system focuses on creating a skilled workforce and insisting that all workforce training and education programs equip Pennsylvanians with the skills that employees need to be successful. Helping those who exhaust their UC benefits to retool their skills or reconnect with the labor force is crucial to increase the pool of skilled workers available to businesses and industries.

Pennsylvania's strategy over the years for improving the quality and quantity of reemployment services for UC claimants has been built on best practices and targets the enhancement of direct service delivery to all UC claimants. Research has shown that a combination of early intervention, intensive work search, staff-assisted job search assistance, and skills training speeds the transition of workers into new jobs.

PA CareerLinks[®] focus on goals that enhance reemployment services for UC claimants. This includes an emphasis on increasing the number of claimants enrolled in PREP and encouraging PA CareerLink[®] staff to use a case management approach when assisting claimants enrolled in PREP. BWDP monitors the number of claimants enrolled in PREP and whether more

claimants receive additional reemployment services. To make sure that all PREP participants receive maximum exposure to job opportunities, PREP participants are required to enroll in the PA CareerLink[®] system.

Implementing Rigorous Accountability Standards

Pennsylvania's Workforce Development system must guarantee efficient and effective use of taxpayer dollars and create the best possible outcomes for businesses and job seekers. To that end, BWDP has built measurement and accountability into each program that serves unemployed individuals.

The PA CareerLink's[®] continuing emphasis on PREP has helped to sustain the increases of UC claimants served via PREP. Statewide data for the number of customers served through PREP for the last four completed program years indicate that PA CareerLinks[®] are maintaining the level of reemployment services to UC claimants that were achieved through the PREP enhancement initiative:

Table 2.23.1.

Program Year	UC Claimants Served in PREP
2007	28,861
2008	39,550
2009	66,446
2010	63,395

To provide feedback and ensure that PA CareerLinks[®] provide consistent and comprehensive reemployment services to UC claimants via PREP, BWDP Assistant Regional Directors conduct PA CareerLink[®] monitoring visits. The monitoring tool used by Assistant Regional Directors focuses on the following areas:

- Staff roles and responsibilities in the delivery of PREP services
- How PA CareerLinks[®] are increasing the number of PREP participants served
- The extent to which partner agencies are integrated into the PREP service strategy
- The sequence of services provided to PREP customers
- How PREP orientation and intake is handled
- How the PA CareerLink[®] is increasing intensive services to PREP participants

- How reemployment services are provided to UC claimants who are not selected for PREP

Monitoring reports are then provided to PA CareerLinks® to commend offices for best practices and to point out opportunities for improvement.

Table 2.23.2. – PREP Results (as of 8/25/11)

Quarter Ending	9/30/09	12/31/09	3/31/10	6/30/10	9/30/10	12/31/10	3/31/11	6/30/11
Selection Pool	45,671	42,973	48,612	36,087	32,691	34,805	39,000	33,222
Called-In for Services	25,490	26,312	31,032	27,272	23,568	23,199	28,502	24,690
Selection Pool Called-In	56%	61%	64%	75%	72%	67%	73%	74%
Exempted	5,765	5,673	6,886	5,211	4,621	3,884	7,419	5,347
Completed Services	15,174	15,636	17,249	18,387	15,817	14,461	16,243	16,874
Called-In Completed Services	59%	59%	55%	67%	67%	62%	57%	68%
Completers/ Referred - Exemptions	77%	76%	71%	83%	83%	75%	77%	87%

PREP Outreach

PA CareerLinks® are calling-in an increasingly larger percentage of UC claimants who appear on the PREP list. The chart below shows that PA CareerLinks® statewide have been steadily increasing the percentage of PREP customers called-in. In fact, many offices are calling-in 100 percent of their PREP selection pool.

Table 2.23.3. – PREP Call-Ins

Quarter Ending	6-30-09	6-30-10	6-30-11
Number Placed in Selection Pool	52,042	36,087	33,222
Number Called-In for Services	25,882	27,272	24,690
Selection Pool Called-In	50%	75%	74%

In Pennsylvania, every person who applies for UC benefits receives a confirmation letter which provides that UC received and processed the benefits application, whether or not benefits issue. A PA CareerLink[®] system advertisement appears upon the reverse of the claim confirmation letter. The EUC-EB Status Letter, which informs UC claimants about extensions of benefits, includes PA CareerLink[®] services information. Other UC pamphlets promote PA CareerLink[®] services as well.

Locally, each PA CareerLink[®] has individual call-in letters that they send to UC claimants, and the letters are specifically designed for individuals who are not registered in CWDS. In addition to letters, PA CareerLinks[®] utilize electronic mail when claimants provide their electronic mail address. As an example, the Delaware County PA CareerLink[®] in Chester uses the “Constant Contact” service to blast regular information and feedback to UC claimants and employers via email.

In addition to PREP, PA CareerLinks[®] serve UC claimants who exhausted their UC benefits and remain unemployed. The PA CareerLink[®] system allows its staff to ascertain those UC claimants who exhausted their benefits within the service area who are not receiving PA CareerLink[®] services, and contact them for services. The PA CareerLinks[®] send letters to UC claimants who exhausted their benefits, and invite the latter to appear for service.

Local Innovations or Accomplishments

Initial funding for the PREP enhancements that began in mid-2009 was provided through the American Recovery and Reinvestment Act of 2009.

The following are the required elements that each PA CareerLink[®] is including in its PREP process:

- Presentation of UC rights and responsibilities
- Information on the services provided in the PA CareerLink[®] by all partners
- An explanation of the PREP process: orientation, individual assessment, services, follow-up
- Enrollment in the PA CareerLink[®] system
- Information on workshops presented in the PA CareerLink[®] and access to schedules for workshops while at the PREP orientation
- A formal presentation on Labor Market Information including information on High-Priority Occupations and Industry Clusters
- The ability to schedule individual services

- Assistance for customers to determine and develop job preferences
- A case-management process with follow-up and case notes
- A direct link to WIA-funded training
- Referral to supportive services
- Use of PREP-4 assessment form
- Referral to remedial training such as GED and ESL
- Literacy awareness and a connection to ABLE services
- Feedback to the UC Service Center regarding failed actions throughout the process
- Scheduled follow-up sessions or services
- Assessment to help customers evaluate their skills and the transferability of those skills to a new job
- Not accepting "same or similar service" as an automatic exemption

PREP links UC claimants to the wealth of labor market information available through L&I's Center for Workforce Information & Analysis. PREP participants now receive instructions on how to use labor market information to make informed decisions about their next career move.

2.24. WORK OPPORTUNITY TAX CREDIT

The Work Opportunity Tax Credit (WOTC) is a federal tax credit incentive that the Congress provides to private-sector businesses for hiring individuals from ten target groups (see table 1) who have consistently faced significant barriers to employment. The main objective of this program is to enable the targeted employees to gradually move from economic dependency into self-sufficiency as they earn a steady income and become contributing taxpayers, while the participating employers are compensated by being able to reduce their federal income tax liability.

The Work Opportunity Tax Credit was integrated into the Commonwealth Workforce Development System (CWDS) in July 2010. This new processing system has afforded consultants and employers the ability to electronically submit tax credit requests as well as perform other electronic functions such as printing duplicate determinations and checking on the status of a request. It also allows quicker electronic verifications on welfare and Office of Vocational Rehabilitation target groups. Employer consultants filing WOTC applications using CWDS reduce mail processing time and significantly reduce certification processing time. Currently, 60 percent of all applications received are submitted electronically. WOTC joins other workforce programs that help promote workplace diversity and facilitate access to good jobs for American workers through incentives.

Pennsylvania issued a total of 79,593 Work Opportunity Tax Credit certifications to Pennsylvania employers for a potential maximum tax credit value of \$716,337,000 on tax credit requests filed with this agency. This is an increase of 16,531 certifications from the last program year.

Table 2.24.1. – WOTC Target Groups

<http://www.portal.state.pa.us/portal/server.pt?open=514&objID=554065&mode=2>

1. Target Group Name	Title IV-A Recipient
Target Group Definition	A member of a family who received Temporary Assistance to Needy Families (TANF) for any nine out of the 18 month period ending on the hire date.
Maximum Amount of Credit	40 percent of first-year Qualifying Wages for those new hires employed at least 400 hours; 25 percent of first-year Qualifying Wages for those new hires employed between 120 and 399 hours.
Length of Credit	One Year
Qualifying Wages Capped At:	\$6,000
2. Target Group Name	SNAP (Supplemental Nutrition Assistance Program)
Target Group Definition	An 18-39 year-old member of a family who received SNAP (formally known as SNAP) for at least six consecutive months ending on the hire date, OR for at least three of the five month period ending on the date of hire, but no longer receiving on the hire date.
Maximum Amount of Credit	40 percent of first-year Qualifying Wages for those new hires employed at least 400 hours; 25 percent of first-year Qualifying Wages for those new hires employed between 120 and 399 hours.
Length of Credit	One Year
Qualifying Wages Capped At:	\$6,000
3. Target Group Name	Qualified Veteran
Target Group Definition	An individual who served at least 180 days of active duty and is a member of a family who received SNAP for at least three consecutive months during the 15-month period ending on the hire date.

Maximum Amount of Credit	40 percent of first-year Qualifying Wages for those new hires employed at least 400 hours; 25 percent of first-year Qualifying Wages for those new hires employed between 120 and 399 hours.
Length of Credit	One Year
Qualifying Wages Capped At:	\$6,000
4. Target Group Name	
Qualified Disabled Veteran	
Target Group Definition	An individual who is entitled to compensation for a service-connected disability AND is hired within one year after having been discharged or released from activity duty, OR has been unemployed for six months or more (whether or not consecutive) within the one-year period ending on the hire date.
Maximum Amount of Credit	40 percent of first-year Qualifying Wages for those new hires employed at least 400 hours; 25 percent of first-year Qualifying Wages for those new hires employed between 120 and 399 hours.
Length of Credit	One Year
Qualifying Wages Capped At:	\$12,000
5. Target Group Name	
Designated Community Resident	
Target Group Definition	An 18-39 year-old who is a resident of one of the federally designated Renewal Communities (RC), Empowerment Zones (EZ), Enterprise Communities (EC) or Rural Renewal Counties (RRC). (There are three designated areas in PA: parts of Philadelphia and all of Venango and Warren Counties). For verification information on RC/EZ/EC locations, visit the HUD Web site at: http://egis.hud.gov/egis/cpd/rcezec/ezec_open.htm .
Maximum Amount of Credit	40 percent of first-year Qualifying Wages for those new hires employed at least 400 hours; 25 percent of first-year Qualifying Wages for those new hires employed between 120 and 399 hours.
Length of Credit	One Year
Qualifying Wages Capped At:	\$6,000

6. Target Group Name	Summer Youth
Target Group Definition	A 16 or 17 year-old who is a resident of one of the federally designated Renewal Communities (RC), or Empowerment Zones (EZ) and is hired between May 1 and Sept. 15. There is one area in PA: parts of Philadelphia. For verification information on RC/EZ locations, visit the HUD Web site at: http://egis.hud.gov/egis/cpd/rcezec/ezec_open.htm .
Maximum Amount of Credit	40 percent of first-year Qualifying Wages for those new hires employed at least 400 hours; 25 percent of first-year Qualifying Wages for those new hires employed between 120 and 399 hours.
Length of Credit	One Year
Qualifying Wages Capped At:	\$3,000
7. Target Group Name	Vocational Rehabilitation Referral
Target Group Definition	An individual receiving or having received services pursuant to an Individual Plan of Employment through a state Office of Vocational Rehabilitation or the U.S. Dept. of Veterans Affairs within two years prior to the hire date, including eligible Ticket-to-Work individuals receiving Social Security Disability Insurance (SSDI).
Maximum Amount of Credit	40 percent of first-year Qualifying Wages for those new hires employed at least 400 hours; 25 percent of first-year Qualifying Wages for those new hires employed between 120 and 399 hours.
Length of Credit	One Year
Qualifying Wages Capped At:	\$6,000
8. Target Group Name	Ex-Felon
Target Group Definition	An individual who was convicted of or released after serving time for a <i>felony</i> within one year prior to the hire date.
Maximum Amount of Credit	40 percent of first-year Qualifying Wages for those new hires employed at least 400 hours; 25 percent of first-year Qualifying Wages for those new hires employed between 120 and 399 hours.
Length of Credit	One Year
Qualifying Wages Capped At:	\$6,000

9. Target Group Name	SSI Recipient
Target Group Definition	An individual who received Supplemental Security Income (SSI) benefits within 60 days prior to the hire date, including eligible Ticket-to-Work individuals receiving Social Security Disability Insurance (SSDI).
Maximum Amount of Credit	40 percent of first-year Qualifying Wages for those new hires employed at least 400 hours; 25 percent of first-year Qualifying Wages for those new hires employed between 120 and 399 hours.
Length of Credit	One Year
Qualifying Wages Capped At:	\$6,000
10. Target Group Name	Long-Term Family Assistance Recipient
Target Group Definition	A member of a family who has received TANF for at least the last 18 consecutive months ending on the hire date; OR for any 18 months beginning after 8/5/97, and was hired within two years of the 18th month; OR stopped being eligible for TANF payments within the last 2 years because federal or state law limited the maximum time those payments could be made. (This was formerly known as Welfare-to-Work.)
Maximum Amount of Credit	1st year: 40 percent of Qualifying Wages for those new hires employed at least 400 hours; 25 percent of Qualifying Wages for those new hires employed between 120 and 399 hours. 2nd year: 50 percent of Qualifying Wages for those new hires employed at least 400 hours; 25 percent of Qualifying Wages for those new hires employed between 120 and 399 hours.
Length of Credit	Two Years
Qualifying Wages Capped At:	\$10,000

2.25. COMMONWEALTH WORKFORCE DEVELOPMENT SYSTEM

The Commonwealth Workforce Development System (CWDS) is an integral component of the commonwealth's vision for an integrated, data driven workforce system. CWDS captures and tracks service activities that are critical to federal performance reporting. Employers, Job Seekers, Training Providers and workforce staff from three State agencies and the Local

Workforce Investment Areas all use the CWDS. The employment and training staff of the Department of Public Welfare and the counselors of Office of Vocational Rehabilitation (OVR) record services and track the performance of their customers in CWDS. OVR also uses CWDS to administer the grants and funds of the program. CWDS captures the job seeker's resume and the job orders of the employers for the Wagner-Peyser, Veterans, Trade and WIA programs. Training providers have business folders that enable them to be considered for the state training provider list and the Trade Act provider list. Activity for each job seeker is captured by funding source. Job seekers use CWDS to apply for training and job search grants under the Trade Adjustment Assistance program and the Reemployment Trade Adjustment Assistance program.

The original contract for CWDS will be completed in 2011, and the commonwealth is in the process of securing a Request for Quote to continue the development, expansion and improvement of the system as technology and customer needs change.

During Program Year (PY) 2010, Pennsylvania enhanced CWDS. Commonwealth staff members participate in design, development and testing efforts. Each release improves and enhances the functionality of the department's shared system that tracks service delivery of the three workforce partnering agencies:

- Labor & Industry's Bureau of Workforce Development Partnership
- Labor & Industry's Office of Vocational Rehabilitation
- Department of Public Welfare's Bureau of Employment and Training

From October 2010 through May 20, 2011 the following changes and improvements were among the many enhancements made to CWDS:

- The addition of the fourth workforce partnering agency, the Center for Workforce Information and Analysis (CWIA -Pennsylvania's labor market information bureau) as the New Hire reporting functionality was incorporated into CWDS.
- Improved job seeker usability.
- Automatic identification of green jobs during job posting process.
- The ability for uploading WARN filings.
- Improvements to Trade invoice processing.
- The introduction of a data "dashboard."
- Updates to the Work Opportunity Tax Credit (WOTC) functionality introduced in July 2010 that will allow employers and their consultants to submit WOTC applications online, thereby saving time and money.

During PY 2010, the Commonwealth Workforce Development System was used for:

Table 2.25.1.

Job referrals	2,659,368
New participants	345,867
New jobs	85,147
New employers	17,305
New providers	2,191

2.26. WORKFORCE INVESTMENT INFORMATION NOTICE, WORKFORCE INVESTMENT ACT OF 1998 (WIA) PERFORMANCE INCENTIVE AWARDS, TECHNICAL ASSISTANCE, AND SANCTIONS POLICY

Pennsylvania’s Performance Initiative

In July 2011, the Bureau of Workforce Development Partnership (BWDP) issued Workforce Investment Information Notice (WIIN) No. 1-11, *Workforce Investment Act of 1998 (WIA) Performance Incentive Awards, Technical Assistance, and Sanctions Policy*.

The purpose of this policy is to inform local workforce investment boards (LWIBs) of the expectations for WIA and Wagner-Peyser Act funded incentive awards, technical assistance and sanctions policy pertaining to performance in WIA Title I Adult, Dislocated Worker and Youth and Wagner-Peyser funded program activities. This WIIN identifies the criteria for awarding incentive grants to LWIBs, the minimum levels of acceptable performance, and actions that may be taken when LWIBs fail to meet the commonwealth’s performance criteria.

2.27. MONITORING AND TECHNICAL ASSISTANCE

Impact of Oversight Activities

Enhanced Monitoring

During Program Year (PY) 2010, there was monitoring of Workforce Investment Act compliance, systems of procurement, financial requirements, internal controls, audit requirements, American Recovery and Reinvestment Act (ARRA) grants, local workforce

investment board nominations and membership as well as youth councils. Pennsylvania also evaluated Sole Source Agreements, sixteen Announcements of Grant Availability (AGA), Industry Partnerships, and the Veteran's Workforce Investment Program.

Pennsylvania increased its focus on programmatic monitoring to affect outcomes and quality of service delivery. For example, when developing the monitoring methods for National Emergency Grant/On-the-Job Training Grants (NEG/OJT), the commonwealth will incorporate interviews with employers and participants with its visits to local workforce investment board and PA CareerLink[®] offices.

Pennsylvania received a State Energy Sector Partnership (SESP) grant for \$6 million from the U.S. Department of Labor Employment and Training Administration (USDOL-ETA). This grant aligns commonwealth energy policies with local and regional training activities that lead to employment in targeted industry sectors. Site visits by the PA Center for Energy and Green Careers were considered an "initial look" at subgrantees. The commonwealth will also provide a more in-depth evaluation during its monitoring in PY 2011.

Technical Assistance for Local Monitoring

The commonwealth partners with local workforce investment areas in the design of the local monitoring process to ensure an effective evaluation of workforce activities. Time was spent gathering and redesigning local monitoring tools by applying new ideas and questions. The commonwealth also offered a webinar for local workforce investment areas in order to increase understanding and competence in monitoring, which was well received. More specialized webinars are planned to address commonwealth expectations including fiscal and procurement monitoring.

Program Year 2009

The commonwealth completed Compliance and Oversight monitoring visits to 21 of the 22 local workforce investment boards from July 2010 to September 2010, and conducted Philadelphia's visit in May 2011.

Additionally, the commonwealth provided support to the Luzerne-Schuylkill local workforce investment board staff during the reorganization of its local workforce investment area.

Program Year 2010

The commonwealth monitored the 22 local workforce investment boards for membership, nomination, and youth council compliance reviews in January 2011.

Program Year 2011

Fiscal and Procurement monitoring of all 23 local workforce investment areas, as well as Three Rivers local workforce investment board, took place between January and May 2011.

During the Fiscal and Procurement Systems Monitoring the following were reviewed: procurement, financial requirements, internal controls, audit requirements, and ARRA grants.

2.28. PERFORMANCE IMPROVEMENT AND TECHNICAL ASSISTANCE

Performance

The commonwealth's new performance policy involves identifying local boards that did not meet their negotiated performance measures, and then providing them the technical assistance necessary to achieve their goals. The technical assistance involves notifying the local boards regarding the specific performance measure(s) that were not met and encourage an analysis of the reason(s) for the poor performance. A conference call is then scheduled with the local area staff and the Title I program operator(s). The reason(s) for poor performance are analyzed and corrective actions are proposed. Within 30 days following the conference call, the local board submits a written Performance Improvement Plan (PIP) that includes the corrective actions, benchmarks, and a timeline for meeting each failed performance measure. The Bureau of Workforce Development Partnership (BWDP) monitors the performance according to the established timelines, or quarterly, as performance reports are issued.

The commonwealth finished Program Year (PY) 2010 with 15 of its 23 local areas meeting or exceeding each of their performance measures. This achievement marks a significant decrease over PY 2009 whereas only 9 local areas met or exceeded their performance.

Technical Assistance

In one particular local area, technical assistance was more intensive because there were issues involving governance, subgrantees, internal procedures, and financial concerns. In an exchange of communication between the Secretary of Labor & Industry (L&I) and the Chief Elected Official (CEO), it was agreed that the local area would be better served by one aligned workforce system ultimately accountable to the CEO.

To accomplish this goal, the public workforce system and the CEO provided an action plan that included modifying the local plan to state that a new corporation (using the non-profit corporation currently in place for the local workforce investment board) would be formed by merging the WIB and the fiscal agent. The new corporation would serve as the local area's workforce investment board and the fiscal agent for all WIA and TANF funds.

In December 2010, BWDP established a workgroup aimed at providing technical assistance to the local workforce investment board. The workgroup's model is comprised of members of U.S. Department of Labor (USDOL) Region II representatives, BWDP staff, and local board staff. The workgroup is functionally organized to identify areas for improvement and subsequently provide appropriate solutions and technical assistance.

Since its inception, notable achievements include:

- Continuous collaboration among the workgroup's three levels of government has provided superb support for the local board's workforce system reorganization efforts
- Action items pertaining to performance were identified; technical assistance rendered through functional teams established within the workgroup
- The local board achieved its Youth performance measures for PY 2010

Efforts continue to ensure the city's progress towards meeting each of the workforce system reorganization benchmarks and the local workforce investment board's WIA performance improvement.

2.29. STAFF DEVELOPMENT

Staff Development Services is responsible for developing and conducting trainings that strengthen the capability of the Bureau of Workforce Development Partnership (BWDP) and co-located partner staff in the 67 PA CareerLink[®] offices to serve job seekers and business customers of the statewide workforce development system. Gaps in staff knowledge and skill

sets are identified in collaboration with programmatic and partnership leaders throughout the commonwealth.

Instructor-led and web-based trainings designed and delivered by Staff Development in PY 2010 included *CareerLink[®] 101*, *Effective Interviewing Skills*, *Case Management Basics*, *Introduction to Business Services*, *Labor Market Information (LMI) Concepts*, *O*NET[®] Basics*, *Introduction to the Commonwealth Workforce Development System (CWDS) and Training Resources*, *Labor Exchange Common Measures*, and *LMI for Business Services Teams*. The courses are designed to ensure that workforce development staff members acquire similar baseline knowledge about the system to effectively deliver consistent, integrated information and services to all customers.

CareerLink[®] 101 is a 15-hour classroom course that covers foundational workforce development topics. *Effective Interviewing Skills* and *Case Management Basics*, each a 6.5-hour classroom course, focus on practical, interactive skill-building exercises using real-customer scenarios. *Introduction to Business Services*, also a 6.5-hour classroom course, examines business networks, targeting and marketing tools, and relationship-building. The five 1.5-hour webinar courses (*LMI Concepts*, *O*NET Basics*, *Introduction to CWDS & Training Resources*, *Labor Exchange Common Measures*, and *LMI for Business Teams*) provide information and a means of discussion and evaluation about important tools for successfully assisting PA CareerLink[®] customers.

The table below shows the number of training sessions that were offered in program year 2010.

Table 2.29.1. – BWDP Staff Development Training Sessions

Training	Number of Sessions
CareerLink [®] 101	5
Effective Interviewing Skills	6
Case Management Basics	7
Introduction to Business Services	9
LMI Concepts	9
O*NET [™] Basics	8
Introduction to CWDS & Training Resources	4
Labor Exchange Common Measures	4
LMI for Business Services Teams	4

Staff Development also assisted workforce development subject-matter experts with developing information-sharing and training for their program-specific customers (e.g., commonwealth entities, PA CareerLink[®] staff and local workforce investment board staff) to ensure integrated and consistent messaging. During PY 2010, design and facilitation assistance was provided for 53 webinars on *Veterans' services*, *Trade Act services*, the *Profile Re-employment Program (PREP)*, the *Work Opportunity Tax Credit program (WOTC)*, *Commonwealth Workforce Development System (CWDS)* data, *WorkKeys[®]*, and about *Center for Workforce Information & Analysis (CWIA)* products and services.

As requested by U.S. Department of Labor (USDOL), Staff Development Services:

- Provided *CareerLink[®] 101* course materials and information to workforce development organizations in other states
- Developed and presented information about the commonwealth's integrated training approach to attendees of the West Virginia statewide workforce development conference
- Developed and presented information about *Case Management Basics* during USDOL's national webinar series on case management.

3. APPENDICES

3.1. APPENDIX I

3.1.1 Performance Tables B – M

Table B – Adult Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	83.0	70.6	3,652 ----- 5,174
Employment Retention Rate	82.0	81.7	2,975 ----- 3,643
Six Months Average Earnings	12,500	11,704	34,820,059 ----- 2,975

Table C – Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate	65.9	851 ----- 1,292	74.0	265 ----- 358	60.8	107 ----- 176	64.8	258 ----- 398
Employment Retention Rate	90.3	753 ----- 834	81.8	184 ----- 225	74.8	80 ----- 107	78.8	164 ----- 208
Six Months Average Earnings	9,408	7,084,546 ----- 753	13,108	2,411,948 ----- 184	10,316	825,292 ----- 80	11,822	1,938,840 ----- 164

Table D – Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	72.6	1,682 ----- 2,316	68.9	1,970 ----- 2,858
Employment Retention Rate	81.8	1,450 ----- 1,773	81.6	1,525 ----- 1,870
Six Months Average Earnings	12,366	17,930,440 ----- 1,450	11,075	16,889,619 ----- 1,525

Table E – Dislocated Worker Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	82.0	68.3	8,261 ----- 12,099
Employment Retention Rate	90.0	88.7	5,346 ----- 6,025
Six Months Average Earnings	15,750	15,901	85,004,943 ----- 5,346

Table F – Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
	Entered Employment Rate	68.3	738 ----- 1,080	58.7	152 ----- 259	54.0	1,142 ----- 2,114	59.5
Employment Retention Rate	96.7	505 ----- 522	90.0	99 ----- 110	85.3	707 ----- 829	82.9	34 ----- 41
Six Months Average Earnings	15,663	7,909,859 ----- 505	13,929	1,378,935 ----- 99	15,005	10,608,355 ----- 707	15,382	522,996 ----- 34

Table G – Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
	Entered Employment Rate	79.5	4,082 ----- 5,135	60.0
Employment Retention Rate	89.5	2,774 ----- 3,100	87.9	2,572 ----- 2,925
Six Months Average Earnings	16,020	44,439,132 ----- 2,774	15,772	40,565,811 ----- 2,572

Table H – Youth Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	58.0	56.5	1,741 ----- 3,083
Attainment of Degree or Certificate	65.0	74.8	1,961 ----- 2,621
Literacy or Numeracy Gains	52.0	49.8	776 ----- 1559

Table H.1A – Outcomes for Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth		In-School Youth	
	Placement in Employment or Education	58.4	725 ----- 1,242	54.0	539 ----- 998	57.5	889 ----- 1,547	55.6
Attainment of Degree or Certificate	76.6	786 ----- 1,026	73.5	694 ----- 944	98.1	956 ----- 975	61.2	994 ----- 1,625
Literacy or Numeracy Gains		-----		-----		-----		-----

Table L – Other Reported Information

	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults and Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages at Entry into Employment for Those Individuals Who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
	Adults	83.1	2,862 ----- 3,442	3,946	13,583,599 ----- 3,442	1.1	41 ----- 3,652	5,5 43	20,241,373 ----- 3,652	60.1
Dislocated Workers	89.1	4,450 ----- 4,994	94.4	70,102,994 ----- 74,284,594	1.2	96 ----- 8,261	7,4 53	61,566,634 ----- 8,261	51.4	2,097 ----- 4,082

Table M – Participation Levels

	Total Participants Served	Total Exiters
Total Adult Customers	224,370	200,820
Total Adults (Self-Service Only)	155,890	178,923
WIA Adults	200,673	187,072
WIA Dislocated Workers	25,845	14,515
Total Youth (14-21)	8,697	3,596
Younger Youth (14-18)	6,157	2,346
Older Youth (19-21)	2,540	1,250
Out-of-School	4,047	1,936
In-School	4,587	1,646

3.1.2. Table N – Expenditures

**Program Year 2010
Cost of Program Activities - as of June 30, 2011**

Program Activity		Total Federal Spending
Local Adults		\$24,827,900
Local Dislocated Workers		\$24,459,310
Local Youth		\$31,876,867
Rapid Response (up to 25%) - Sec134 (a)(2)(A)		\$14,871,580
Total Statewide Expenditures		\$20,484,208
Statewide Required Activities (up to 15%) - Sec134 (a)(2)(B)		\$1,287,418
Statewide Allowable Activities Sec134 (a)(3)	*Miscellaneous Subgroup	\$2,709,080
	Pilot project to promote dropout recovery	\$600,000
	Three River WIB	\$650,000
	Incumbent Worker Training	\$827,955
	Keystone Development Partnership	\$1,200,000
	PA Way to Work	\$1,716,267
	PA Conservation Corps	\$1,962,456
	PA Opportunity Grants	\$2,414,520
	Regional Career Ed Partnerships for Youth	\$3,070,000
	Announcement of Grant Availability(s)	\$4,046,512
	Subtotal	\$19,196,790
Total of All Federal Spending Listed Above		\$116,519,865
*Miscellaneous Subgroup		
Cradle of Liberty Boy Scouts of America		\$100,000
Comprehensive Center For Fathers		\$150,000
Welcome Center For New Pennsylvanians		\$150,000
Philadelphia Youth Network		\$175,000
Labor and Industry PC's to support CRP		\$190,572
PA Partners - Sole Source		\$250,000
South Central WIA - Harley Davidson		\$270,448
Southern Alleghenies WIA - John L. Grove Industries		\$410,339
Philadelphia WIA - Phila Career Opportunity - Rapid Response		\$412,721
High Performance WIB		\$600,000
Subtotal		\$2,709,080
*Specific expenditures subtotaled and labeled as "Miscellaneous Subgroup" due to limitations of the electronic transmittal process.		

3.1.3. Table O – LWIA Performance

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 90910

Local Area Name Berks County Workforce investment Area	Total Participants Served	Adults	280
		Dislocated Workers	528
		Older Youth	42
		Younger Youth	310
ETA ASSIGNED # SE 015	Total Exiters	Adults	185
		Dislocated Workers	258
		Older Youth	20
		Younger Youth	92
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	75.0	68.8
	Dislocated Workers	87.0	83.3
Retention Rate	Adults	83.0	87.5
	Dislocated Workers	90.0	92.3
Six Months Average Earnings	Adults	13,000	13,911
	Dislocated Workers	15,000	15,015
Placement in Employment of Education	Youth (14-21)	70.0	88.8
Attainment of Degree or Certificate	Youth (14-21)	80.0	96.7
Literacy or Numeracy Gains	Youth (14-21)	55.0	56.0
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
Overall Status of Local Performance		Not Met	Met
			X
Comments:			

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 90910

Local Area Name Bucks County Workforce investment Area	Total Participants Served	Adults	582
		Dislocated Workers	446
		Older Youth	44
		Younger Youth	92
ETA ASSIGNED # SE 020	Total Exiters	Adults	439
		Dislocated Workers	266
		Older Youth	49
		Younger Youth	59
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	82.0	70.1
	Dislocated Workers	85.0	77.0
Retention Rate	Adults	86.0	83.3
	Dislocated Workers	89.0	89.8
Six Months Average Earnings	Adults	12,000	17,477
	Dislocated Workers	17,300	17,584
Placement in Employment of Education	Youth (14-21)	63.0	62.9
Attainment of Degree or Certificate	Youth (14-21)	80.0	93.7
Literacy or Numeracy Gains	Youth (14-21)	60.0	47.1
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
		Not Met	Met
Overall Status of Local Performance			X
Comments:			

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 9091O

Local Area Name Central Workforce investment Area	Total Participants Served	Adults	3,766
		Dislocated Workers	3,881
		Older Youth	263
		Younger Youth	746
ETA ASSIGNED # CE 175	Total Exiters	Adults	2,794
		Dislocated Workers	2,507
		Older Youth	102
		Younger Youth	211
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	75.0	65.7
	Dislocated Workers	71.0	59.0
Retention Rate	Adults	83.5	83.0
	Dislocated Workers	90.0	86.6
Six Months Average Earnings	Adults	11,250	10,490
	Dislocated Workers	14,250	13,399
Placement in Employment of Education	Youth (14-21)	67.0	70.2
Attainment of Degree or Certificate	Youth (14-21)	80.0	91.6
Literacy or Numeracy Gains	Youth (14-21)	55.0	50.0
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
		Not Met	Met
Overall Status of Local Performance			X
Comments:			

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 90910

Local Area Name Chester County Workforce investment Area	Total Participants Served	Adults	165
		Dislocated Workers	272
		Older Youth	32
		Younger Youth	97
ETA ASSIGNED # SE 030	Total Exiters	Adults	112
		Dislocated Workers	153
		Older Youth	24
		Younger Youth	63
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	74.0	74.5
	Dislocated Workers	85.0	77.9
Retention Rate	Adults	84.0	89.3
	Dislocated Workers	90.0	91.7
Six Months Average Earnings	Adults	13,500	14,217
	Dislocated Workers	16,750	19,232
Placement in Employment of Education	Youth (14-21)	46.0	53.1
Attainment of Degree or Certificate	Youth (14-21)	63.0	76.2
Literacy or Numeracy Gains	Youth (14-21)	53.0	44.2
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
		Not Met	Met
Overall Status of Local Performance			X
Comments:			

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 9091O

Local Area Name Delaware County Workforce investment Area	Total Participants Served	Adults	643
		Dislocated Workers	216
		Older Youth	22
		Younger Youth	127
ETA ASSIGNED # SE 035	Total Exiters	Adults	448
		Dislocated Workers	154
		Older Youth	20
		Younger Youth	113
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	79.0	50.8
	Dislocated Workers	84.0	62.6
Retention Rate	Adults	80.0	65.2
	Dislocated Workers	90.0	87.1
Six Months Average Earnings	Adults	12,250	19,672
	Dislocated Workers	17,500	20,505
Placement in Employment of Education	Youth (14-21)	48.0	42.6
Attainment of Degree or Certificate	Youth (14-21)	55.0	50.4
Literacy or Numeracy Gains	Youth (14-21)	52.0	86.2
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
		Not Met	Met
Overall Status of Local Performance			X
Comments:			

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 90910

Local Area Name Lackawanna County Workforce investment Area	Total Participants Served	Adults	299
		Dislocated Workers	463
		Older Youth	56
		Younger Youth	19
ETA ASSIGNED # NE 055	Total Exiters	Adults	183
		Dislocated Workers	156
		Older Youth	32
		Younger Youth	11
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	84.0	71.2
	Dislocated Workers	86.0	85.9
Retention Rate	Adults	88.0	88.7
	Dislocated Workers	91.0	86.7
Six Months Average Earnings	Adults	14,000	12,392
	Dislocated Workers	14,250	15,405
Placement in Employment of Education	Youth (14-21)	67.0	70.8
Attainment of Degree or Certificate	Youth (14-21)	70.0	100.0
Literacy or Numeracy Gains	Youth (14-21)	48.0	6.9
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
		Not Met	Met
Overall Status of Local Performance			X
Comments:			

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 9091O

Local Area Name Lancaster County Workforce investment Area	Total Participants Served	Adults	984
		Dislocated Workers	693
		Older Youth	113
		Younger Youth	93
ETA ASSIGNED # SE 060	Total Exiters	Adults	865
		Dislocated Workers	479
		Older Youth	54
		Younger Youth	80
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	78.0	71.5
	Dislocated Workers	84.4	84.4
Retention Rate	Adults	82.0	83.2
	Dislocated Workers	92.5	90.1
Six Months Average Earnings	Adults	11,700	12,321
	Dislocated Workers	16,700	17,599
Placement in Employment of Education	Youth (14-21)	52.0	59.7
Attainment of Degree or Certificate	Youth (14-21)	72.0	97.5
Literacy or Numeracy Gains	Youth (14-21)	44.0	43.6
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
		Not Met	Met
Overall Status of Local Performance			Exceeded
Comments:		X	

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 9091O

Local Area Name Lehigh Valley Workforce investment Area	Total Participants Served	Adults	357
		Dislocated Workers	1,190
		Older Youth	37
		Younger Youth	284
ETA ASSIGNED # LV 070	Total Exiters	Adults	229
		Dislocated Workers	594
		Older Youth	29
		Younger Youth	225
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	83.0	80.4
	Dislocated Workers	88.0	87.2
Retention Rate	Adults	83.0	74.6
	Dislocated Workers	89.0	85.2
Six Months Average Earnings	Adults	13,700	14,221
	Dislocated Workers	16,500	17,731
Placement in Employment of Education	Youth (14-21)	67.0	67.5
Attainment of Degree or Certificate	Youth (14-21)	80.0	90.7
Literacy or Numeracy Gains	Youth (14-21)	53.0	73.1
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
		Not Met	Met
Overall Status of Local Performance			X
Comments:			

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 9091O

Local Area Name Luzerne-Schuylkill Counties Workforce investment Area	Total Participants Served	Adults	3,339
		Dislocated Workers	812
		Older Youth	130
		Younger Youth	194
ETA ASSIGNED # NE 075	Total Exiters	Adults	3,053
		Dislocated Workers	406
		Older Youth	85
		Younger Youth	138
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	77.0	67.1
	Dislocated Workers	86.0	74.3
Retention Rate	Adults	82.0	80.0
	Dislocated Workers	90.0	91.8
Six Months Average Earnings	Adults	11,500	11,752
	Dislocated Workers	15,250	14,190
Placement in Employment of Education	Youth (14-21)	61.0	48.2
Attainment of Degree or Certificate	Youth (14-21)	65.0	47.6
Literacy or Numeracy Gains	Youth (14-21)	51.0	15.2
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
		Not Met	Met
Overall Status of Local Performance			X
Comments:			

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 90910

Local Area Name Montgomery County Workforce investment Area	Total Participants Served	Adults	276
		Dislocated Workers	578
		Older Youth	49
		Younger Youth	325
ETA ASSIGNED # SE 080	Total Exiters	Adults	159
		Dislocated Workers	457
		Older Youth	20
		Younger Youth	77
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	80.0	60.4
	Dislocated Workers	85.0	61.5
Retention Rate	Adults	84.0	88.9
	Dislocated Workers	89.0	83.9
Six Months Average Earnings	Adults	13,000	11,369
	Dislocated Workers	17,750	23,453
Placement in Employment of Education	Youth (14-21)	61.0	56.2
Attainment of Degree or Certificate	Youth (14-21)	75.0	77.2
Literacy or Numeracy Gains	Youth (14-21)	56.0	92.6
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
		Not Met	Met
Overall Status of Local Performance			X
Comments:			

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 9091O

Local Area Name North Central Workforce investment Area	Total Participants Served	Adults	928
		Dislocated Workers	941
		Older Youth	153
		Younger Youth	107
ETA ASSIGNED # NC 125	Total Exiters	Adults	598
		Dislocated Workers	444
		Older Youth	26
		Younger Youth	43
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	80.0	73.9
	Dislocated Workers	88.0	90.3
Retention Rate	Adults	82.0	82.6
	Dislocated Workers	90.0	83.2
Six Months Average Earnings	Adults	11,200	11,967
	Dislocated Workers	14,500	17,613
Placement in Employment of Education	Youth (14-21)	66.0	66.0
Attainment of Degree or Certificate	Youth (14-21)	80.0	78.1
Literacy or Numeracy Gains	Youth (14-21)	51.0	58.3
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
		Not Met	Met
Overall Status of Local Performance			X
Comments:			

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 90910

Local Area Name Northern Tier Workforce investment Area	Total Participants Served	Adults	418
		Dislocated Workers	206
		Older Youth	20
		Younger Youth	73
ETA ASSIGNED # NT 130	Total Exiters	Adults	287
		Dislocated Workers	134
		Older Youth	8
		Younger Youth	28
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	70.0	68.2
	Dislocated Workers	84.0	84.6
Retention Rate	Adults	80.0	76.0
	Dislocated Workers	91.0	87.6
Six Months Average Earnings	Adults	12,300	13,015
	Dislocated Workers	14,500	18,518
Placement in Employment of Education	Youth (14-21)	63.0	67.7
Attainment of Degree or Certificate	Youth (14-21)	80.0	88.9
Literacy or Numeracy Gains	Youth (14-21)	57.0	80.0
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
		Not Met	Met
Overall Status of Local Performance			Exceeded
Comments:		X	

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 9091O

Local Area Name Northwest Workforce investment Area	Total Participants Served	Adults	984
		Dislocated Workers	1,086
		Older Youth	119
		Younger Youth	218
ETA ASSIGNED # NW 170	Total Exiters	Adults	611
		Dislocated Workers	564
		Older Youth	57
		Younger Youth	69
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	83.0	85.1
	Dislocated Workers	85.0	70.0
Retention Rate	Adults	86.0	87.7
	Dislocated Workers	92.0	95.5
Six Months Average Earnings	Adults	11,000	11,732
	Dislocated Workers	14,250	14,988
Placement in Employment of Education	Youth (14-21)	67.0	74.7
Attainment of Degree or Certificate	Youth (14-21)	70.0	75.4
Literacy or Numeracy Gains	Youth (14-21)	50.0	36.2
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
		Not Met	Met
Overall Status of Local Performance			Exceeded
Comments:		X	

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 90910

Local Area Name Philadelphia County Workforce investment Area	Total Participants Served	Adults	3,859
		Dislocated Workers	4,052
		Older Youth	311
		Younger Youth	854
ETA ASSIGNED # SE 090	Total Exiters	Adults	3,140
		Dislocated Workers	3,324
		Older Youth	127
		Younger Youth	223
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	82.0	74.8
	Dislocated Workers	82.0	54.1
Retention Rate	Adults	84.0	80.0
	Dislocated Workers	87.0	85.7
Six Months Average Earnings	Adults	12,250	11,488
	Dislocated Workers	15,250	15,016
Placement in Employment of Education	Youth (14-21)	44.0	37.4
Attainment of Degree or Certificate	Youth (14-21)	50.0	57.7
Literacy or Numeracy Gains	Youth (14-21)	42.0	41.0
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
		Not Met	Met
Overall Status of Local Performance			X
Comments:			

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 90910

Local Area Name Pocono Counties Workforce investment Area	Total Participants Served	Adults	440
		Dislocated Workers	729
		Older Youth	96
		Younger Youth	193
ETA ASSIGNED # NE 135	Total Exiters	Adults	287
		Dislocated Workers	406
		Older Youth	52
		Younger Youth	63
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	72.0	73.5
	Dislocated Workers	80.0	72.7
Retention Rate	Adults	81.0	91.7
	Dislocated Workers	87.0	89.5
Six Months Average Earnings	Adults	10,750	10,412
	Dislocated Workers	14,500	15,449
Placement in Employment of Education	Youth (14-21)	52.0	49.2
Attainment of Degree or Certificate	Youth (14-21)	62.0	48.0
Literacy or Numeracy Gains	Youth (14-21)	50.0	16.7
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
		Not Met	Met
Overall Status of Local Performance			Exceeded
Comments:			X

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 9091O

Local Area Name Southern Alleghenies Workforce investment Area	Total Participants Served	Adults	1,759
		Dislocated Workers	2,014
		Older Youth	107
		Younger Youth	305
ETA ASSIGNED # SA 100	Total Exiters	Adults	919
		Dislocated Workers	864
		Older Youth	60
		Younger Youth	91
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	84.0	72.2
	Dislocated Workers	88.0	80.1
Retention Rate	Adults	90.0	81.0
	Dislocated Workers	93.0	92.0
Six Months Average Earnings	Adults	11,500	11,487
	Dislocated Workers	14,500	14,946
Placement in Employment of Education	Youth (14-21)	64.0	64.3
Attainment of Degree or Certificate	Youth (14-21)	71.0	79.1
Literacy or Numeracy Gains	Youth (14-21)	47.0	37.9
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
		Not Met	Met
Overall Status of Local Performance			Exceeded
Comments:			X

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 9091O

Local Area Name South Central Workforce investment Area	Total Participants Served	Adults	5,819
		Dislocated Workers	3,602
		Older Youth	259
		Younger Youth	411
ETA ASSIGNED # SC 180	Total Exiters	Adults	3,468
		Dislocated Workers	1,446
		Older Youth	157
		Younger Youth	142
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	79.0	69.7
	Dislocated Workers	86.0	72.0
Retention Rate	Adults	84.0	81.0
	Dislocated Workers	90.0	91.7
Six Months Average Earnings	Adults	13,900	15,622
	Dislocated Workers	16,500	18,056
Placement in Employment of Education	Youth (14-21)	63.0	53.7
Attainment of Degree or Certificate	Youth (14-21)	61.0	68.9
Literacy or Numeracy Gains	Youth (14-21)	35.0	38.2
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
		Not Met	Met
Overall Status of Local Performance			Exceeded
Comments:			X

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 90910

Local Area Name Southwest Corner Workforce investment Area	Total Participants Served	Adults	949
		Dislocated Workers	461
		Older Youth	76
		Younger Youth	232
ETA ASSIGNED # SW 165	Total Exiters	Adults	735
		Dislocated Workers	320
		Older Youth	44
		Younger Youth	93
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	85.0	90.9
	Dislocated Workers	90.0	93.2
Retention Rate	Adults	88.0	82.9
	Dislocated Workers	93.0	84.4
Six Months Average Earnings	Adults	13,250	14,175
	Dislocated Workers	16,250	19,085
Placement in Employment of Education	Youth (14-21)	65.0	72.3
Attainment of Degree or Certificate	Youth (14-21)	75.0	86.7
Literacy or Numeracy Gains	Youth (14-21)	60.0	83.8
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
		Not Met	Met
Overall Status of Local Performance			X
Comments:			

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 9091O

Local Area Name Allegheny County (Three Rivers) Workforce investment Area	Total Participants Served	Adults	652
		Dislocated Workers	938
		Older Youth	286
		Younger Youth	504
ETA ASSIGNED # SW 005	Total Exiters	Adults	379
		Dislocated Workers	474
		Older Youth	113
		Younger Youth	179
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	66.0	53.5
	Dislocated Workers	80.0	80.8
Retention Rate	Adults	70.0	70.0
	Dislocated Workers	89.0	85.8
Six Months Average Earnings	Adults	10,000	9,194
	Dislocated Workers	17,000	18,150
Placement in Employment of Education	Youth (14-21)	56.0	51.7
Attainment of Degree or Certificate	Youth (14-21)	70.0	91.2
Literacy or Numeracy Gains	Youth (14-21)	50.0	57.5
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
		Not Met	Met
Overall Status of Local Performance			Exceeded
Comments:			X

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 90910

Local Area Name City of Pittsburgh (Three Rivers) Workforce investment Area	Total Participants Served	Adults	337
		Dislocated Workers	312
		Older Youth	71
		Younger Youth	150
ETA ASSIGNED # SW 095	Total Exiters	Adults	266
		Dislocated Workers	191
		Older Youth	61
		Younger Youth	121
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	66.0	63.4
	Dislocated Workers	80.0	77.5
Retention Rate	Adults	70.0	70.0
	Dislocated Workers	89.0	84.4
Six Months Average Earnings	Adults	10,000	9,917
	Dislocated Workers	17,000	15,018
Placement in Employment of Education	Youth (14-21)	56.0	67.8
Attainment of Degree or Certificate	Youth (14-21)	70.0	87.4
Literacy or Numeracy Gains	Youth (14-21)	50.0	44.8
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
		Not Met	Met
Overall Status of Local Performance			X
Comments:			

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 90910

Local Area Name Tri-County Workforce investment Area	Total Participants Served	Adults	785
		Dislocated Workers	752
		Older Youth	53
		Younger Youth	128
ETA ASSIGNED # SW 110	Total Exiters	Adults	366
		Dislocated Workers	306
		Older Youth	25
		Younger Youth	54
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	82.0	84.9
	Dislocated Workers	91.0	91.7
Retention Rate	Adults	81.0	77.8
	Dislocated Workers	91.0	92.9
Six Months Average Earnings	Adults	11,000	10,605
	Dislocated Workers	14,250	18,581
Placement in Employment of Education	Youth (14-21)	64.0	67.9
Attainment of Degree or Certificate	Youth (14-21)	80.0	88.0
Literacy or Numeracy Gains	Youth (14-21)	52.0	94.7
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
		Not Met	Met
Overall Status of Local Performance			X
Comments:			

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 9091O

Local Area Name West Central Workforce investment Area	Total Participants Served	Adults	992
		Dislocated Workers	728
		Older Youth	78
		Younger Youth	302
ETA ASSIGNED # NW 145	Total Exiters	Adults	664
		Dislocated Workers	213
		Older Youth	22
		Younger Youth	74
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	80.0	76.5
	Dislocated Workers	85.0	94.1
Retention Rate	Adults	84.0	88.0
	Dislocated Workers	88.0	93.3
Six Months Average Earnings	Adults	12,500	14,132
	Dislocated Workers	14,250	17,475
Placement in Employment of Education	Youth (14-21)	63.0	67.4
Attainment of Degree or Certificate	Youth (14-21)	80.0	90.5
Literacy or Numeracy Gains	Youth (14-21)	51.0	81.8
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
		Not Met	Met
Overall Status of Local Performance			X
Comments:			

**WIA Title I Annual Report for Program Year 2010
Table O – Local Performance**

PA-Modified Pilot ETA 9091O

Local Area Name Westmoreland and Fayette Workforce investment Area	Total Participants Served	Adults	1,085
		Dislocated Workers	944
		Older Youth	132
		Younger Youth	370
ETA ASSIGNED # SW 045	Total Exiters	Adults	615
		Dislocated Workers	399
		Older Youth	63
		Younger Youth	97
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	86.0	74.5
	Dislocated Workers	89.0	90.7
Retention Rate	Adults	84.0	86.3
	Dislocated Workers	91.0	92.7
Six Months Average Earnings	Adults	13,000	13,964
	Dislocated Workers	15,200	18,061
Placement in Employment of Education	Youth (14-21)	65.0	60.6
Attainment of Degree or Certificate	Youth (14-21)	80.0	81.6
Literacy or Numeracy Gains	Youth (14-21)	54.0	54.7
Description of Other State Indicators of Performance (WIA "136 (d) (1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
		Not Met	Met
Overall Status of Local Performance			Exceeded X
Comments:			

3.2. APPENDIX II – Waivers

3.2.1. Summary of Pennsylvania’s Active Waivers

	Waiver	Current Status		Date of USDOL Approval / Denial	Period		What does the waiver allow?
		Approved	Denied		From	To	
1	Performance Measures for Workforce Investment Act Title I; Wagner-Peyser Act (Labor Exchange); Jobs for Veterans Act of 2002 (Title 38 USC); and Trade Act.	x		6-7-2011	7-1-2011	6-30-2012	Allows Pennsylvania to implement Common Measures in accordance with provisions of the waiver and USDOL approval.
2	Allow ITAs for Older & Out-of-School Youth.	x		6-7-2011	7-1-2011	6-30-2012	Provides local flexibility by opening the approved training provider list to Older & Out-of-School Youth, and allowing ITAs to be used, as appropriate.
3	Allow a maximum of 50% transfer between WIA Adult and Dislocated Worker funding streams	x		6-7-2011	7-1-2011	6-30-2012	<u>WIA</u> : a maximum of 50% may be transferred <u>ARRA</u> : The waiver does not apply ARRA.
4	Customized Training - Replace the required 50 percent customized training employer match with a match using a sliding scale from 10 percent to 50 percent (amount determined by established criteria)	x		6-7-2011	7-1-2011	6-30-2012	The waiver restricts employer match flexibility in the sliding scale as follows: 1) no less than 10% for employers with 50 or fewer employees; and 2) no less than 25% match for employers with 51-250 employees. For employers with more than 250 employees, the current statutory requirements (50% match) continue to apply. Use of local Adult funds for this purpose is restricted to serving low-income adults.
5	On-The-Job-Training - Replace the 50 percent maximum employer reimbursement of the wage rate with a graduated scale based on the size of the business	x		6-7-2011	7-1-2011	6-30-2012	The waiver permits match 1) up to 90 percent for employers with 50 or fewer employees; and 2) up to 75 percent for employers with 51-250 employees. For employers with more than 250 employees, the current statutory requirements (50% reimbursement) continue to apply.

	Waiver	Current Status		Date of USDOL Approval / Denial	Period		What does the waiver allow?
		Approved	Denied		From	To	
6	Permit use of LWIA formula funds and Statewide Rapid Response funds for Statewide Activities, including incumbent worker training as part of a layoff aversion strategy	See Below		See Below	See Below	See Below	See Below
	LWIA formula funds	x		6-7-2011	7-1-2011	6-30-2012	<p>USDOL "partially granted" this waiver:</p> <p><u>Approved</u> - use of up to 10% of local DW & Adult funds for incumbent worker training "only as part of a lay-off aversion strategy." Use of local Adult funds for this purpose is restricted to serving low-income adults. All training is restricted to skill attainment activities. Local Areas must continue to conduct the required local employment & training activities at WIA sec 134(d). Performance outcomes for individuals served must be reported in WIASRD.</p> <p><u>Denied</u> - use of local formula funds for statewide activities other than incumbent worker training, as outlined in USDOL's approval of that use.</p>
	Statewide Rapid Response (RR) funds	x		6-7-2011	7-1-2011	6-30-2012	<p>The waiver permits use of up to 20% of RR funds for the statewide activities as follows:</p> <ul style="list-style-type: none"> - incumbent worker training "only as part of a lay-off aversion strategy" - to enhance services to DWs as outlined in the waiver: "grants that invest in skills assessments, remediation, contextualized learning, and credentials that create an accessible career pathway for DWs; and projects that promote strong connections between academic credentialing, industry certifications and occupational learning." <p>The waiver applies to WIA funds only.</p> <p>Re: ARRA. "...ETA believes that use of [ARRA] funds for incumbent worker training would be inappropriate, and these funds should be devoted to serving those participants without jobs. Therefore, this waiver does not apply to [ARRA] funds...."</p>

3.2.2. Waiver Use and Impact Evaluation: A Survey of Pennsylvania's Local Workforce Investment Areas

Waiver Use and Impact Evaluation:

**A Survey of Pennsylvania's
Local Workforce Investment Areas**

August 2011

*Final Version
8/16/2011*

**PA Department of Labor & Industry
Bureau of Workforce Development Partnership
Planning Coordination Services
651 Boas St, 12th Floor
Harrisburg, PA 17121**

The Bureau of Workforce Development Partnership (BWDP) is conducting a survey of Pennsylvania's Local Workforce Investment Areas (LWIAs) to

- gain insights and perspectives about waiver activities at the local level, and
- examine how waiver implementation may have affected the workforce system, the services that were delivered, and outcomes, including both anticipated and unanticipated effects.

The main focus of BWDP's interest is on operational effects of waivers in local areas.

The waiver process has been envisioned as follows:

The state would notify LWIBs regarding waiver approval, local availability, objectives and goals. LWIB staff would assess potential usefulness of the waiver in the LWIA (e.g., how the waiver might be advantageous in design of local strategy).

LWIB staff would present pros/cons to the LWIB, with recommendations, for the LWIB's consideration. If the LWIB approves waiver use, strategic development would follow, and submission of a request to implement the waiver (including Local Plan modification, as warranted).

After State approval, implementation would be closely followed to ensure alignment with planning and to identify issues. In this effort, ongoing assessment of actual results vs. planned would be conducted over the course of the program year, accumulating evidence suggesting whether or not the waiver's potential, as planned, is being realized.

Evaluation of the LWIB's strategy periodically undertaken (e.g., at the end of a program year) would include evaluation of the waiver, assessing its usefulness in light of the year's experience.

It is upon this envisioned model that survey questions have been developed.

Waivers being evaluated

- Adult-Dislocated Worker Transfer
- Local Funds for Incumbent Worker Training
- Customized Training (CT) — Sliding Scale Employer Contribution
- On-the-Job Training (OJT) — Sliding Scale Employer Reimbursement
- Competitive Procurement for Youth Elements
- Youth Individual Training Accounts (ITAs)

Section One: Instructions

Instructions for completing the survey

BWDP is aware of the short timeframe being given to local staff to complete the survey. Survey design and choice of questions have been honed down to ask only the minimum necessary to gather the critical information we're looking to collect.

Period Covered

- It is important to note that the survey covers two program years: PY 2009 and PY 2010
- If there are slight differences in waiver usage between PY 2009 and PY 2010, please be certain to clearly indicate how they differed

Survey Questions

- Please address each of the following questions for each program year
- If the answer is the same for each year, please be certain to state that

General Instructions

- Deadline for submitting the completed survey to BWDP is Friday, August 19th, 2011
- Please provide a name, email address and telephone number for a point of contact
- Submit the Waiver Survey answers to RA-LI-BWDP-Planning@pa.gov
- Direct your question(s) to RA-LI-BWDP-Planning@pa.gov
- Primary BWDP point of contact is Keith Ward, 717-783-3677, keiward@pa.gov

The Bureau of Workforce Development Partnership wishes to thank you and the staff involved for your efforts in completing this survey.

Section Two: General Waiver Questions

A. Awareness of waiver availability

1) Were you aware of local availability of the six waivers? Check applicable boxes if **YES**:

- Adult-Dislocated Worker Transfer
- Local Funds for Incumbent Worker Training
- Customized Training (CT) Sliding Scale Employer Contribution
- On-the-Job Training (OJT) Sliding Scale Employer Contribution
- Competitive Procurement for Youth Elements (summer 2009)
- Youth Individual Training Accounts (ITAs)

2) If so, how did you become aware of the waivers' availability?

1. Adult-Dislocated Worker Transfer:
2. Local Funds for Incumbent Worker Training:
3. Customized Training (CT) Sliding Scale Employer Contribution:
4. On-the-Job Training (OJT) Sliding Scale Employer Contribution:
5. Competitive Procurement for Youth Elements (summer 2009):
6. Youth Individual Training Accounts (ITAs):

B. Local perception of the state's promotion and support of waiver use

1) Generally speaking, has the state provided guidance on waiver use? **YES** **NO**

2) Has the state clearly promoted waiver use? **YES** **NO**

If YES: Has the state done follow-up to ensure the message got through?

YES **NO**

3) Has the state consulted with you to ensure that the LWIB staff has:

(1) researched how waiver usage might positively impact the LWIA

YES **NO**

(2) provided pros/cons for waiver use, with recommendations, to the LWIB for members' consideration?

YES **NO**

Section Three: Specific Waiver Questions

1. Adult-Dislocated Worker Transfer

If the LWIB **did** consider the waiver's potential usefulness, what were the pros/cons and staff recommendations to the LWIB?

- If the LWIB determined **not** to use the waiver, then please explain

If the LWIB approved the waiver for use:

A. Planning waiver use

- 1) What were the LWIB's purpose and goals in requesting the state's approval of this waiver?
- 2) What shifts in resource allocation were the result of the waiver?
- 3) Did the strategy for waiver use incorporate waiver combinations, i.e., coordinating implementation of multiple waivers to achieve planned results or to derive strategic benefit?
- 4) What advantages did availability of this waiver make possible in local workforce development strategy?
- 5) Was monitoring or ongoing assessment of waiver use planned as a feature of implementation (including evaluation of actual versus planned benefits)?

B. Waiver Approval Process

- 1) Was a Local Plan modification developed and submitted to the state for approval?
 YES **NO**
 - If not, please explain
- 2) If waiver use was approved by the state, was it actually implemented or used?
 YES **NO**

Actual operational implementation of waivers in LWIA

- 1) What circumstances prompted the decision to transfer funds using the waiver? (If the waiver was used more than once, include circumstances for each instance.)

- 2) To what extent were services impacted for target populations of the program from which funds were transferred?

C. Monitoring implementation of the waiver while in use

- 1) Was the implementation of waiver monitored? YES NO
 - If not, please explain

- 2) Were any issues identified? YES NO
 - If so, how were they addressed?

D. Evaluation of waiver use, post-program

- 1) Was the waiver use evaluated retrospectively for its efficacy? YES NO
 - If not, please explain

- 2) What were the actual returns from waiver use versus the planned?

- 3) How did the waiver, as implemented, affect program resources and employment and training strategies?

- 4) How did this waiver, as implemented, support the strategic use that was planned for the waivers?

- 5) Would your LWIA continue using the waiver? YES NO

- 6) What changes would you make in strategy and use of this waiver in retrospect?

2. Local Funds for Incumbent Worker Training

If the LWIB **did** consider the waiver's potential usefulness, what were the pros/cons and staff recommendations to the LWIB?

- If the LWIB determined **not** to use the waiver, then please explain

If the LWIB approved the waiver for use:

A. Planning waiver use

- 1) What advantages did availability of this waiver make possible in local workforce development strategy?
- 2) What strategies were employed to maintain effective service provision to non-IWT target groups after funding was allocated for use allowed by this waiver?
- 3) What were the LWIB's purpose and goals in requesting the state's approval of this waiver?
- 4) What shifts in resource allocation were the result of the waiver?
- 5) Did the strategy for waiver use incorporate waiver combinations, i.e., coordinating implementation of multiple waivers to achieve planned results or to derive strategic benefit?
- 6) Was monitoring or ongoing assessment of waiver use planned as a feature of implementation (including evaluation of actual versus planned benefits)?

B. Waiver Approval Process

- 1) Was a Local Plan modification developed and submitted to the state for approval?
 YES NO
• If not, please explain
- 2) If waiver use was approved by the state, was it actually implemented or used?
 YES NO

Actual operational implementation of waivers in LWIA

- 1) How was the waiver implemented? Detail the steps going from plan to implementation.
- 2) Was it implemented according to the planned approach? *For example, did adjustments need to be made to the initial implementation plan (supporting strategic advantages) at the outset of operational implementation in your LWIA workforce system?*

C. Monitoring implementation of the waiver while in use

- 1) Was the implementation of waiver monitored? YES NO
 - If not, please explain
- 2) Were any issues identified? YES NO
 - If so, how were they addressed?

D. Evaluation of waiver use, post-program

1. Was the waiver use evaluated retrospectively for its efficacy? YES NO
 - If not, please explain
2. What were the actual returns from waiver use versus the planned?
3. How did the waiver, as implemented, affect program resources and employment and training strategies?
4. To what extent have layoffs been averted as a result of use of this IWT waiver?
5. How did this waiver, as actually implemented, support the strategic use that was planned for the waivers?
6. Would your LWIA continue using the waiver?
7. What changes would you make in strategy and use of this waiver in retrospect?

3. Customized Training (CT) — Sliding Scale Employer Contribution

If the LWIB **did** consider the waiver’s potential usefulness, what were the pros/cons and staff recommendations to the LWIB?

- If the LWIB determined **not** to use the waiver, then please explain

If the LWIB approved the waiver for use:

A. Planning waiver use

- 1) What were the LWIB’s purpose and goals in requesting the state’s approval of this waiver?
- 2) Did the strategy for waiver use incorporate waiver combinations, i.e., coordinating implementation of multiple waivers to achieve planned results or to derive strategic benefit?
- 3) Did waiver use increase participation of businesses in CT?
- 4) If business participation increased though waiver use, did the positives of increased business participation outweigh the negatives of contributing a higher WIA-funding share per CT contract? Please explain
- 5) What shifts in resource allocation were the result of the waiver?
- 6) Was monitoring or ongoing assessment of waiver use planned as a feature of implementation (including evaluation of actual versus planned benefits)?

B. Waiver Approval Process

- 1) Was a Local Plan modification developed and submitted to the state for approval?
 YES **NO**
 - If not, please explain
- 2) If waiver use was approved by the state, was it actually implemented or used?
 YES **NO**

Actual operational implementation of waivers in LWIA

- 1) How was the waiver implemented? Detail the steps going from *plan* to *implementation*.
- 2) Was it implemented according to the planned approach? *For example, did adjustments need to be made to the initial implementation plan (supporting strategic advantages) at the outset of operational implementation in your LWIA workforce system?*

C. Monitoring implementation of the waiver while in use

- 1) Was the implementation of waiver monitored? YES NO
 - If not, please explain
- 2) Were any issues identified? YES NO
 - If so, how were they addressed?

D. Evaluation of waiver use, post-program

- 1) Was the waiver use evaluated retrospectively for its efficacy? YES NO
 - If not, please state the reasons.
- 2) What were the actual returns from waiver use versus the planned?
- 3) How did the waiver, as implemented, affect program resources and employment and training strategies?
- 4) How effective was the sliding scale formula?
 - What would improve it?
- 5) How did the way this waiver, as actually implemented, support the strategic use that was planned for the waivers?
- 6) Would your LWIA continue using the waiver?
- 7) What changes would you make in strategy and use of this waiver in retrospect?

4. On-the-Job Training (OJT)-Sliding Scale Employer Reimbursement

If the LWIB **did** consider the waiver's potential usefulness, what were the pros/cons and staff recommendations to the LWIB?

- If the LWIB determined **not** to use the waiver, then please explain

If the LWIB approved the waiver for use:

A. Planning waiver use

1. What were the LWIB's purpose and goals in requesting the state's approval of this waiver?
2. What shifts in resource allocation were the result of the waiver?
3. Did the strategy for waiver use incorporate waiver combinations, i.e., coordinating implementation of multiple waivers to achieve planned results or to derive strategic benefit?
4. Was monitoring or ongoing assessment of waiver use planned as a feature of implementation (including evaluation of actual versus planned benefits)?

B. Waiver Approval Process

- 1) Was a Local Plan modification developed and submitted to the state for approval?
 YES **NO**
 - If not, please explain?
- 2) If waiver use was approved by the state, was it actually implemented or used?
 YES **NO**

C. Actual operational implementation of waivers in LWIA

- 1) How was the waiver implemented? Detail the steps going from *plan* to *implementation*.

- 2) Was it implemented according to the planned approach? *For example, did adjustments need to be made to the initial implementation plan (supporting strategic advantages) at the outset of operational implementation in your LWIA workforce system?*

D. Monitoring implementation of the waiver while in use

- 1) Was the implementation of waiver monitored? YES NO
• If not, please explain
- 2) Were any issues identified? YES NO
• If so, how were they addressed?

E. Evaluation of waiver use, post-program

- 1) Was the waiver use evaluated retrospectively for its efficacy? YES NO
• If not, please explain
- 2) What were the actual returns from waiver use versus the planned?
- 3) How did the waiver, as implemented, affect program resources and employment and training strategies?
- 4) How did the way this waiver, as actually implemented, support the strategic use that was planned for the waivers?
- 5) How effective was the sliding scale formula?
• What would improve it?
- 6) Did waiver use increase participation of businesses in OJT? YES NO
- 7) If business participation increased through waiver use, did the positives of increased business participation outweigh the negatives of contributing a higher WIA-funding share per OJT contract? YES NO
• Please explain
- 8) Would your LWIA continue using the waiver? YES NO
- 9) What changes would you make in strategy and use of this waiver in retrospect?

5. Competitive Procurement for Youth Elements

If the LWIB **did** consider the waiver's potential usefulness, what were the pros/cons and staff recommendations to the LWIB?

- If the LWIB determined **not** to use the waiver, then please explain

If the LWIB approved the waiver for use:

A. Actual operational implementation of waivers in LWIA

- 1) Did you extend an existing contract, issue a RFP, or both (i.e., procure an additional youth services provider)?

- Please explain

- 2) If you had extensions, what contract conditions changed?

B. Monitoring implementation of the waiver while in use

- 1) Was the implementation of waiver monitored? YES NO

- If not, please explain

- 2) Were any issues identified? YES NO

- If so, how were they addressed?

6. Youth Individual Training Accounts (ITAs)

If the LWIB **did** consider the waiver's potential usefulness, what were the pros/cons and staff recommendations to the LWIB?

- If the LWIB determined **not** to use the waiver, then please explain

If the LWIB approved the waiver for use:

A. Planning waiver use

- 1) What were the LWIB's purpose and goals in requesting the state's approval of this waiver?
- 2) What strategic advantages were gained through its use?
- 3) What shifts in resource allocation were the result of the waiver?
- 4) Did the strategy for waiver use incorporate waiver combinations, i.e., coordinating implementation of multiple waivers to achieve planned results or to derive strategic benefit?
- 5) Was monitoring or ongoing assessment of waiver use planned as a feature of implementation (including evaluation of actual versus planned benefits)?

B. Waiver Approval Process

- 1) Was a Local Plan modification developed and submitted to the state for approval?
 YES NO
• If not, please explain
- 2) If waiver use was approved by the state, was it actually implemented or used?
 YES NO

C. Actual operational implementation of waivers in LWIA

- 1) How was the waiver implemented? Detail the steps going from *plan* to *implementation*.

- 2) Was it implemented according to the planned approach? *For example, did adjustments need to be made to the initial implementation plan (supporting strategic advantages) at the outset of operational implementation in your LWIA workforce system?*

D. Monitoring implementation of the waiver while in use

- 1) Was the implementation of waiver monitored? **YES** **NO**
 - If not, please explain

- 2) Were any issues identified? **YES** **NO**
 - If so, how were they addressed?

E. Evaluation of waiver use, post-program

- 1) Was the waiver use evaluated retrospectively for its efficacy? **YES** **NO**
 - If not, please explain

- 2) What were the actual returns from waiver use versus the planned?

- 3) How did the waiver, as implemented, affect program resources and employment and training strategies?

- 4) How did this waiver, as implemented, support the strategic use that was planned for the waivers?

- 5) Would your LWIA continue using the waiver? **YES** **NO**

- 6) What changes would you make in strategy and use of this waiver in retrospect?

Section Four: Additional Comments

Feel free to communicate your thoughts regarding waivers whether in connection with this survey or not.