



WIOA ANNUAL STATEWIDE PERFORMANCE REPORT NARRATIVE

QUICK VIEW: PROGRAM YEAR 2020

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INTRODUCTION

Overview

The Workforce Innovation and Opportunity Act (WIOA) requires states to prepare and submit annual reports describing the progress in meeting their strategic vision and goals for the workforce system. In their narratives, and in accordance with WIOA Section 185(d) specifications, states and territories report on a variety of items, such as waiver requests, success stories, performance accountability, and promising practices.

This interactive document showcases a synthesis of the reported narratives from 57 states and territories and organizes them in two main sections: Section I – State Narrative Highlights and Section II – State Narrative Excerpts. Section I highlights common items from the Training and Employment Guidance Letter (TEGL) No. 5-18 and expands on other topics, such as COVID-19 Response, that arise from the syntheses, and how states and territories converge under such topics; these include:

- Waivers
- Evaluation and Research
- Data Validation and Data Integrity
- Customer Satisfaction
- State Funds
- COVID-19 Response

Section II, provides a summary of the following items for each reporting state and territory, pursuant to TEGL No. 5-18:

- Waivers
- Data Validation and Data Integrity
- Evaluation and Research
- Customer Satisfaction

All the information in this document comes directly from the Program Year (PY) 2020 States' WIOA Annual Report Narratives and it has been edited for clarity, consistency, and concision purposes. To access the complete annual report narratives for each state and territory, please visit the U.S. Department of Labor's (DOL) Employment and Training Administration (ETA) website at: dol.gov/agencies/eta/performance/results.

Overview Waivers

Waivers, contingent to approval, aim at helping states and territories, particularly if affected by disasters or extraneous circumstances, to “improve jobseeker and employer outcomes, or otherwise achieve positive outcomes.” Most states and territories applied and received approval for at least one WIOA waiver, and many received several. This section focuses on the most common types of waivers, the purposes for which states and territories received waivers, and highlights shared features of how states and territories executed those waivers.

Overview Evaluation and Research

In their annual reports, states and territories discuss several elements relating to current, planned, or completed evaluation and research projects. This section focuses on highlighting evaluation and research activities, including methodologies; continuous improvement strategies utilizing results from studies and evidence-based practices evaluated; and a summary of completed evaluations and reports.

Overview Data Validation and Data Integrity

This section provides a description of the states’ and territories’ performance accountability system, including their approach to data validation, and ensuring data integrity, and a description of the methodology of any validation activities that occurred.

Overview Customer Satisfaction

State and territory approaches to customer satisfaction may include information used for one-stop center certification, in accordance with 20 CFR 678.800. This section describes reported approaches, methodologies, and any continuous improvement processes for incorporating the customer satisfaction feedback.

Overview State Funds

In accordance with Section 128(a)(1) of WIOA, states and territories may undertake activities with funds reserved by the governor, which can be up to 15 percent of their allotment. This section shares ways states and territories described activities undertaken in whole or in part with their governor’s reserve and how these activities have directly or indirectly impacted performance.

Overview COVID-19 Response

States and territories reported challenges posed by the disruption of the COVID-19 pandemic. This section highlights state workforce system adjustments and ongoing needs.

SECTION I

STATE NARRATIVE HIGHLIGHTS

Waivers

Overview

In their submission of the PY20 WIOA Annual Report Narrative, most states and territories reported at least one WIOA waiver, while others reported more. This section shares the common purposes for which states and territories received waivers and highlights how states and territories executed those waivers. Although some states and territories did not have waivers in places long enough to report outcomes, many were able to share anticipated outcomes or the initial impacts related to the approved waivers.

Generally, waivers helped increase flexibility for local workforce systems. States relied on various waiver flexibilities to respond to service changes and business needs during the COVID-19 pandemic. Waivers were also used to help:

- Reduce administrative costs and streamline services and eligibility standards;
- Support in-school youth who were at risk for disengagement;
- Increase the number of eligible and qualified training providers;
- Reduce administrative and reporting burdens on eligible and qualified training providers;
- Build effective reporting systems or partnerships so eligible and qualified training providers could collect and submit WIOA-required performance data.

Overall, state narratives described 92 waivers. Most waivers reported on the following:

- 24% Waiver of the Requirement for Eligible Training Providers (ETP) to Collect Performance Data for All Students in a Training Program.
- 23% Waiver of the Requirement that States and Local Areas Expend 75 percent of All Governor's Reserve and Local Area Formula Youth Funds on Out-of-School Youth.
- 14% Waiver Allowing the Use of Individual Training Accounts (ITAs) for In-School Youth.
- 10% Waiver to Increase On-the-Job Training (OJT) Reimbursement Up to 90 percent for Businesses with 50 or Fewer Employees.

Waiver Highlights

Waiver of the Requirement for Eligible Training Providers (ETP) to Collect Performance Data for All Students in a Training Program

Colorado

As a result of this waiver, the State submitted performance data on all students in a training program in PY20 if the provider submitted the data, but it was not required. The State anticipated that waiving the obligation of ETPs to collect performance data on all students would result in improved consumer choice, i.e., additional training providers on the Eligible Training Provider List (ETPL), and increased variety in type of providers. The State reported that while there were no notable changes in types of providers from PY19 to PY20, the number of new providers increased from 29 to 31.

Delaware

The State reported the following outcomes from receiving the waiver: 1) recruitment of new providers and programs; 2) improved assessments of provider performance; 3) greater accuracy relative to consumer choice as prospective WIOA students view outcomes of current and previous WIOA students; 4) employer participation in WIOA customized training programs and the benefit of a labor pool with marketable skills; 5) relief from the burden on training providers to ensure a robust eligible training provider list that facilitates consumer choice.

Massachusetts

The State anticipated achieving the following goals with implementation of this waiver: Removal of a potential disincentive for schools and training providers to participate in ETPs in anticipation of maximizing the available marketplace of training curriculum; An increase in varied training offerings for individuals utilizing Individual Training Accounts (ITA) via the public workforce system (increased consumer choice); Greater utilization of the ETPL by individuals pursuing training in the Commonwealth related to jobs that are in-demand by employers; Improved overall performance outcomes for individuals pursuing training utilizing ITAs; Strengthen partnerships and relationships between training providers and the public workforce system; and Enhanced ability of local boards to respond quickly and efficiently to immediate local jobseeker and employer needs.

Missouri

The State's Eligible Training Provider System (ETPS) is the mechanism for Missouri's eligible training providers. The need for this waiver was to competitively procure a vendor to assist with building the system to collect and report the data. This was accomplished and the State is prepared to report the required data in PY21.

North Dakota

A direct result of this waiver was an increase of public colleges and universities with programs in registered nursing, teaching degrees, and several additional training program options. Over the last three years, with the waiver in place, seven higher education institutions and nine short-term training providers have chosen to participate as an ETP. This added 139 available options for WIOA eligible individuals within local communities. Over one hundred WIOA participants enrolled in programs from these additional providers to pursue their chosen career pathway.

South Carolina

The waiver has enabled the State to maintain a robust ETPL by including training providers that are unable or unwilling to provide all student performance data. At the end of PY20, the State's ETPL was composed of 94 ETPs, including all 16 of the South Carolina Technical Colleges and 1,106 approved programs of training, promoting consumer choice for WIOA participants.

Waiver of the Requirement that States and Local Areas Expend 75 percent of All Governor's Reserve and Local Area Formula Youth Funds on Out-of-School Youth (OSY)

Colorado

Conditionally approved in PY20, the State received approval in July 2021 for implementation in the Tri-County local area. Tri-County will utilize the waiver in PY21 to target in-school youth (ISY) with drop-out prevention services, projected to increase ISY in the local area by remaining enrolled or graduating from high school. The local area also projects an increase in the credential attainment rate for all youth (OSY and ISY) to 69 percent, an increase over the PY20 projected target of 67 percent.

Georgia

The waiver provided the local workforce development areas (LWDAs) with much needed flexibility to support in-school youth (ISY) programming under the limitations generated by COVID-19. During this program year, the school system was limited to provide ISY through on-line instruction only for most of the educational year. Therefore, ISY were not receiving the traditional array of supports. As a response to this need, LWDAs developed creative strategies to support ISY programming through virtual services (e.g., virtual job shadowing, virtual work experience, among other services). This resulted in ISY receiving much needed additional supports to assist them in preparation for, and successful transition into, the workforce.

Indiana

Indiana workforce development boards (WDBs), or local areas, in WDB regions 3, 5, and 12 utilized the Youth Funding Expenditures Waiver in PY20. Largely due to COVID-19 related reversions, most of Indiana's WDBs, these regions have experienced decreased support across several key areas including support for Indiana's Jobs for America's Graduates (JAG) program and Temporary Assistance for Needy Families (TANF) during PY20. Regional workforce boards were able to utilize the waiver on Youth Funding Expenditures to ensure that despite the COVID-19 pandemic, Indiana's JAG program continues to outperform both peer states and Indiana's own programmatic goals.

Maine

This waiver allows the title IB youth program to come into alignment with the State's Children's Cabinet goal that all Maine youth enter adulthood healthy, connected to the workforce and/or education with defined key indicators including that Maine high school youth receive some sort of paid work experience and an increased awareness of careers, career pathways, and access points to postsecondary education and training programs.

This waiver will also support development and expansion of quality youth apprenticeship programs, in collaboration with career and technical education schools and community colleges, that will provide youth with a paycheck and structured on-the-job

learning that allows them to apply relevant and affordable classroom training that results in dual credit toward high school graduation and an associate degree.

Maryland

Five local areas in the State indicated that they would implement strategies to increase program offerings to in-school youth (ISY), including partnerships with local school systems to implement year-round work experiences, dropout prevention services, and additional capacity to expand existing partnerships with local Department of Rehabilitation Services. Current fiscal data indicate that, of the five, only two have expenditure levels below the 75 percent threshold. Pandemic-related closures have limited the ability of Local Areas to implement ISY strategies.

Michigan

Flexibility of funding has increased the State's ability to provide resources to meet the needs of all youth populations to ensure they have access to quality workforce development programming. Each of the State's local areas is meeting or exceeding a minimum of 50 percent for Appropriation Year 2020 in compliance with the waiver approval. Receipt of these waivers has resulted in an increase in the percentage of ISY participation in work experience activities. In PY20, 50 percent of ISY participated in work experience activities, resulting in meeting the projected quantifiable outcome listed in the waiver request, and 17 percent of ISY participated in tutoring, study skills, and dropout prevention services.

Missouri

The State's goals in requesting the waiver were to 1) establish pre-apprenticeships with high schools and career and technical education (CTE) programs averaging two pre-apprenticeship programs per school year; 2) increase Measurable Skill Gains (MSG) for in-school youth; and 3) increase attainment of industry recognized credentials for high school youth. This waiver request provided local workforce development boards (LWDBs) the flexibility to serve more youth and young adults in work-based learning opportunities and the apprenticeship model regardless of school status. The State submitted a request to continue this waiver for PY21 and PY22 funds to continue making progress toward outlined goals.

Oregon

Most local workforce areas reported not taking advantage of this waiver in PY20, in part due to the unexpected effects on school attendance resulting from the COVID-19 pandemic. Due to school closures and shifts to remote learning, the Oregon Department of Education changed some of the definitions and requirements by which individuals were determined to be "attending" school several times over the course of the year, affecting an individual's status of OSY or ISY. Additionally, the waiver was expected to primarily benefit the rural areas of Oregon, and the more urban areas of Oregon did not need to alter their enrollment and expenditure rates, as the waiver would have permitted. These factors significantly limit the ability for state-level analysis of the waiver's impact or effects.

The local areas that did take advantage of the waiver saw an increase in ISY enrollments and performance measures. Additionally, one local area was able to complete outreach to 586 ISY in PY20, compared to 396 in PY19. As a part of the local area outreach efforts, 65 students were referred to placements in employment opportunities as compared to 44 in PY19. Staff were able to identify 166 internship opportunities with local businesses, versus 75 opportunities in PY19.

*Waiver Allowing the Use of Individual Training Accounts (ITAs) for In-School Youth (ISY)***Arizona**

The waiver supports the State's goal of preparing jobseekers and helping them defend against poverty by, helping more youth obtain industry-recognized credentials that lead to employment; encouraging the transition of youth, including those with low-skill levels, to postsecondary education; and encouraging service providers to support in-school youth in postsecondary education. The State noted that the waiver has positively impacted program outcomes by increasing the number of participants who attained a recognized postsecondary credential and made measurable skill gains in the interim. ITAs helped fund occupational skills training leading to various in-demand occupations such as cosmetology, medical assisting, nursing, and others. In addition to its impact on credential attainment and measurable skill gain rates, the waiver is expected to increase the employment rate and median earnings of participants.

Minnesota

The COVID-19 pandemic impacted the State's use of ITAs: 106 were set up statewide. In PY20, 13 ITAs were set up for in-school youth and 93 ITAs were set up for out-of-school youth. Overall spending on training for in-school youth (credentialed/noncredentialed) is down due to the COVID-19 emergency.

Missouri

During PY19, 51 ITA's were used for ISY. PY20 saw a slight decrease with only 47 ISY receiving ITA's. Presumably, low enrollments were due to the lack of in-person training availability offered as a result of the COVID-19 pandemic.

The State requested this waiver with the goal of establishing two pre-apprenticeships with Missouri high schools and Career and Technical Education (CTE) programs per school year and increasing measurable skill gains and credential attainment each year. The State continues to work with CTE programs and high schools to establish pre-apprenticeships through the Missouri Apprentice Ready program. Several programs are in development with enrollment planned to begin in the fall.

Ohio

Through the waiver the State noted it was working toward the following outcomes and goals: to improve the ability of local workforce development boards and youth program providers to respond quickly to the needs of in-school youth; to increase the quality of learning opportunities; to increase employment and training opportunities; to improve coordination by reducing fragmentation of service delivery; to improve customer choice and empower youth to make responsible career choices; to reduce unnecessary paperwork; to develop an emerging workforce of prepared candidates ready for work; and to increase accountability. During PY20, ITAs were provided to 552 in-school youth, compared to 491 in PY19.

Texas

This waiver allows the State to extend the use of ITAs to ISY, thus permitting Boards to serve ISY in the workforce area while maintaining priority of service for OSY. Use of this flexibility has been limited but nonetheless critically valuable. Boards utilizing this waiver have used ITAs to fund training for ISY enrolled in programs such as welding, nursing, HVAC, and business management. Boards view this waiver as an excellent opportunity to promote apprenticeship programs and utilization of pre-apprenticeship standards, with a focus on nontraditional industries and occupations.

Utah

The State has used the waiver to assist ISY with maintaining focus on education and exploring career options that require post-secondary education. Out of the 137 in-school youth served in PY20, 42 youth (30.66%) were working toward obtaining a post-secondary credential. The remaining in-school youth were working on completing secondary school requirements with the intent to eventually enroll in post-secondary education. Through a partnership with the State's John H. Chafee Foster Care Independence Program, which supports foster care youth complete post-secondary education and obtain employment. Since most of the foster care youth are in-school youth, the waiver enables Workforce Services to serve this at-risk population and positively impact their ability to earn post-secondary credentials, enter the workforce and become contributing members of society.

Waiver to Increase On-the-Job Training (OJT) Employer Reimbursement up to 90 Percent for Business with 50 or Fewer Employees

Illinois

The State implemented a sliding reimbursement scale to the employer based on its size and capability. Under this waiver, employers with 50 or less employees would be reimbursed up to 90 percent, those with between 51 and 250 employees up to 75 percent reimbursement and all other employers up to the statutory limit of 50 percent. As a result of this waiver, the number of OJT placements (including those in apprenticeships) has steadily increased, and the number of unique OJT employer worksites is projected to increase almost 20 percent from the PY19. Additionally, most of the OJT placements have been in the manufacturing sector.

Massachusetts

The State noted that the higher reimbursement rate provides an incentive for increased employer participation in OJT and expands employer involvement with the State's workforce system, particularly among small- and medium-sized businesses. The waiver also encourages enhanced capacity and relationship building among a region's business, education, and workforce development communities. The State reported that the OJT total for a ten-year period was 301, averaging 30 per year. Of the 301, 222 or 74 percent were at the 90 percent reimbursement level (small employers with 50 or fewer employees), 58 OJTs or 19 percent were at 75 percent reimbursement and only 21 of the 301, or 7 percent were reimbursed at the standard 50 percent rate.

Missouri

Missouri's Apprenticeship and Work-Based Learning Coordinators became subject matter experts in OJT and Show-Me Heroes OJT. Each local workforce development board region was assessed for specific local workforce needs, which included apprenticeship integration, to effectively engage employers and participants in OJT opportunities. Since August 2020, 124 OJT participants have been served through the OJT waiver and Job Centers continue to promote OJT as (WIOA) programmatic support for apprenticeships.

The Jefferson-Franklin local area utilized the this at the 90 percent reimbursement rate to the benefit of an OJT eligible participant. Because of this waiver, the participant negotiated a higher starting wage with the participating employer. This participant completed OJT training in January and remains successfully employed.

Puerto Rico

The waiver allows Puerto Rico's businesses to rapidly adapt to technological and general marketplace changes by improving their capacity to expand and remain competitive with affordable OJT options uniquely designed to achieve their specific development goals. The reduced match requirement for employers, particularly new start-ups and small- to medium-sized businesses, provide an attractive and cost-effective financial incentive, increasing the opportunity to utilize the OJT model for hiring and training new workers. From an economic development standpoint, increasing the number and quality of the labor force stimulates the competence and competitiveness of Puerto Rico's economy.

Approved on February 12, 2021, this waiver has been instrumental to help local workforce development areas (LWDAs) to attract new employers to the workforce system. During PY20, this waiver was used by eight LWDA's with a participation of 56 employers and 271 employees, 163 adults, and 108 dislocated workers, with a total expenditure of \$1.2 million. The waiver has been responsible for increasing employee and employer participation.

Data Validation and Data Integrity

Overview

Data validation is a series of internal controls or quality assurance techniques established to verify the accuracy, validity, and reliability of data. Guidance, including TEGL No. 07-18 and TEGL No. 23-19, outlines such data validation requirements and details that each state must develop data validation procedures that include the following:

- Written procedures for data validation that contain a description of the process for identifying and correcting errors or missing data, which may include electronic data checks;
- Regular data validation training for appropriate program staff (e.g. at least annually);
- Monitoring protocols, consistent with 2 CFR Section 200.328, to ensure that program staff are following written data;
- A regular review of program data for errors, missing data, out-of-range values, and anomalies;
- Documentation that missing and erroneous data identified during the review process have been corrected; and
- Regular assessment of the effectiveness of the data validation process and revisions to that process as needed.

The extent to which states and territories discussed these elements within the data validation section of their respective narratives varied extensively. Of submitted reports, 86 percent reported on this topic.

Data Validation and Data Integrity Highlights

State Approach

Illinois

The State continued to develop and pilot a WIOA Performance and Data Validation system per Section 116 of WIOA. The Illinois Performance Accountability and Transparency System (IPATS) was created to be a universal platform where data extracted from existing WIOA systems can be uploaded and interacted with through graphics, lists, and maps to monitor and assess existing performance accountability indicators and performance reporting requirements.

The system was initially developed for the title I Adult, Dislocated Worker, and Youth programs, but has the flexibility and integration capacity to utilize the WIOA six core programs, as well as other required partners such as the Trade Adjustment Assistance (TAA) program. In the year ahead it will have Apprenticeship IL participant data added to the displays and dashboards.

Maryland

The State established processes for data validation that meet all federal guidelines issued by USDOL. Data validation is a series

of internal controls or quality assurance techniques established to verify the accuracy, validity, and reliability of data. The State requires that the local areas use the Virtual One Stop (VOS) to upload documents upon receipt from the participants for data validation purposes. This digital medium streamlines the process by eliminating the need to maintain paper documents while allowing the validation process to be conducted remotely, accurately, and more frequently than in prior program years. The State has a process in place to ensure that all documentation related to eligibility and performance outcomes are in VOS by the end of the applicable program year. During COVID-19 related closures, the State moved to virtual/remote operations.

Methodology

Maryland

The Office of Workforce Information and Performance (OWIP) pulls a random sample of files quarterly and annually. Samples contain files from all local areas for all title I and title III programs, as well as the Trade Adjustment Assistance program, the Jobs for Veterans State Grant program, and National Dislocated Worker Grants.

The quarterly data validation ensures the local areas are aware of any issues and can receive technical assistance during the year. On a quarterly basis, the information from the extract file is checked against the state Management Information System (MIS) system to ensure the information contained in all federal extract files are accurate. Data is reviewed for errors, inconsistencies, missing data, out of range values and any anomalies. Local areas are contacted to make corrections prior to submission in the federal Workforce Integrated Performance System (WIPS). Local areas are required to address all findings and/or concerns identified in a timely manner. Monitoring staff verifies the corrections made to a finding or concern within the Maryland Workforce Exchange before the finding or concern is closed.

In addition, on a quarterly basis, USDOL provides grant recipients with feedback regarding their performance reports to aid in data integrity efforts and support data accuracy. Their analysis includes, but is not limited to, a review of the data submitted, anomalies and outliers, and other potential data quality issues, which may indicate reporting inaccuracies. In turn, OWIP uses this data on a quarterly basis to identify and correct errors to improve performance reporting and ensure data properly reflects the program participants, services, and outcomes. OWIP also uses the WIPS logical value and data specification checks to identify issues and concerns.

The annual data validation process ensures, primarily, the accuracy, reliability, and comparability of data used in performance calculations. The process pulls a sample of participants contained in the WIOA measures. The 24 elements listed in TEGL No. 7-18 are to be monitored and assessed based on required source documentation and state procedures. All elements indicated in TEGL No. 23-19 are validated.

Michigan

During PY20, a data validation tool was created and is accessible to all One-Stop Management Information System (OSMIS) users. This tool uses a new random sampling feature added to the participant reports and allows users to select up to 100 random participants based on user specified report criteria. The random customers selected have a DV mapping worksheet accessible which is directly sourced from TEGL No. 23-19, Attachment II, and is available for OSMIS participant records in title I and title III programs. This DV mapping worksheet outputs all data fields that have been deemed subject to data validation and

allows users to view data element numbers, names, definitions, and source documentation for all applicable programs. The data validation worksheet outputs the PIRL value and the current OSMIS value for the specific record for convenience. Participant records must reflect accurate recording of data in accordance with definitions and allowable source documentation listed in the most recent DV guidance provided by the USDOL for all elements selected. If one of the selected elements fails to meet the federal definitions for source documentation, the entire record fails the DV process. The additional elements remain subject to validation and will be validated under the federal WIOA DV requirements. At the conclusion of the DV process, cumulative error rates for each element, by program, will be calculated based on all the participant records reviewed. WD will also calculate the error rate for each element, by program, for each of the selected Michigan Works! Agencies (MWAs). A satisfactory DV performance pass rate is 80 percent or higher of total files validated. MWAs who fail to achieve a satisfactory pass rate or fail to demonstrate compliant data collection standards for source documentation will be subject to technical assistance and/or a corrective action plan.

Nebraska

Records sampling

The State's management information system (NEworks) is now capable of generating random sample reports for use during data validation. Random samples for title I Adult, Dislocated Worker, and Youth program and title III Wagner-Peyser Employment Service can be drawn based on the sample size requirements using a confidence level of 95 percent and confidence interval of 15.

Additional Information

Maryland

The State offered data validation training to local area staff and shared best practices amongst the areas. Staff received training on what, why, and how data validation works. Once a year, local areas are also asked to perform data file reviews on other local area files. This shows staff what they are required to have within their own records and allows the sharing of best practices which they may use within their own local area. The State's Labor Central Office program management staff is available for any questions or issues that arise during this training. Each year, the State plans to assess the data validation process to ensure the process is working as intended and make revisions as needed.

Michigan

Michigan implemented several other tools and reports in the OSMIS that are used by state and MWA staff to validate the data submitted in the WIPS. These include:

- User Dashboard
- Quarterly Report Analysis (QRA)
- Aged Enrollment Emails
- Participant Individual Record Layout (PIRL) Admin Utility
- Participant Reports
- Performance Summary

Evaluation and Research

Overview

TEGL No. 5-18 asks states to include, descriptions of current or planned evaluation and related research projects, including any efforts to coordinate the development of such projects with WIOA core programs, other state agencies, and local boards in their narrative reports. States also include continuous improvement strategies utilizing results from studies and evidence-based practices evaluated. State evaluation and research projects fall into several broad categories.

Barriers to Workforce Participation

Several states and territories conducted a combination of research and evaluation projects to assess the service delivery for at-risk populations. These projects focused on the barriers to employment/participation in the workforce, , and specific strategies to reach identified at-risk populations (apprenticeships, education, afterschool programming).

Capacity Assessment

To inform improved decision making on service delivery, many states and territories reported evaluations on workforce development program staff capacities, knowledge, and training assessments. For the states and territories that conducted or are conducting research and evaluation projects focusing on capacity and service delivery processes, the intended purposes were ongoing program monitoring and identifying areas for improvement.

Collaborations with Academic Institutions and other State-Identified Organizations

This section highlights collaborations with subject matter experts, particularly with relevant research centers and professors within academic institutions to either organize and implement research/evaluation activities or provide insight to the principal investigator organization.

Collaborations with Local Workforce Development Boards (LWDB)

States and territories reported several purposes for collaborating with LWDBs and the level of involvement that LWDBs had in each respective research activity. Reports often mentioned the significance of including LWDBs in the preliminary stages of research activities to measure key areas of concern and the need for robust information. Additionally, reports also signaled the importance of cooperation from LWDB staff in data collection processes to attain necessary outcome data and provide recommendations informed by frontline experiences.

Collaborations with other State Departments of Labor

Several states mentioned their participation in inter-state collaboration efforts, specifically mentioning the Evaluation Peer Learning Cohort (EvalPLC). This project served as an interactive technical assistance forum, comprised of cross-agency representatives from up to six states with representatives from core WIOA programs. EvalPLC aided the development of collaborative capstone projects to support the development and implementation of state and/or local research and evaluations.

State Agencies Cross Collaboration

Due to the cross-sectional nature of many reported activities, reported workforce research and evaluation research activities often mentioned collaborations with state agencies as valuable expert partners. This topic highlights state agency collaborations centered among Departments of Education, Departments of Unemployment Assistance, Departments of Economic Development, and/or Departments of Health and Humans Services.

WIOA Program Outcomes Evaluation

Primarily, states and territories that conducted large scale evaluations focused on measuring the effectiveness of WIOA Adult, Youth, Dislocated Worker grants on employment outcomes. Evaluations most often reported on measures such as employment rate following program exit, wage increases/decreases, upward mobility within employment, and training completion.

Evaluation and Research Highlights

Barriers to Workforce Participation

Delaware

The State received the Statewide Planning Grant to conduct a statewide skills assessment and analysis to analyze the needs of persistent poverty communities and formulate strategies to decrease disparities between those communities and more prosperous areas. Working with partners, the board seeks to conduct a statewide skills assessment and analysis to identify workforce development and training needs based on employer demand. The State will then use this data to develop a holistic strategic plan to bolster regional economic activity and increase the number of Delawareans in unsubsidized employment.

Florida

In PY20, the State partnered with the Federal Reserve Bank of Atlanta (Atlanta Fed) to study low-income families' financial incentives for career advancement. A central goal of this initiative is to understand how cliff effects impede career advancement and how to create informed solutions. The Atlanta Fed developed an interactive tool, that shows wages along select career pathways and indicates barriers presented by benefits cliffs. During PY20, the Atlanta Fed completed development of a state-specific Career Ladder Identifier and Financial Forecaster (CLIFF) Dashboard, aligned to statewide demand occupations identified by the State's Department of Economic Opportunity. A pilot launch with a representative sample of local workforce development boards is planned for PY21–PY22.

Michigan

In 2020, the State commenced an evaluation of the WIOA Youth program with a particular focus on comparing and evaluating trends in participation related to program eligibility barriers. Barriers and characteristics identified for youth participants are compared to those seen in the general population within a specific region and statewide.

Montana

The State partnered with the Federal Reserve Bank of Minneapolis to conduct a survey of Montana businesses to examine their perspective on childcare as a barrier to hiring workers and use as a recruitment and retention tool. The study also included a survey of Job Service Montana workforce consultants to gain understanding of the general barriers facing workers engaged with the labor market and the difficulties employers have with recruiting and retaining employees.

Pennsylvania

The State conducted a digital literacy study to better understand staff challenges in providing services to customers with lower digital literacy. The study's objectives were to evaluate the efficacy of PA CareerLink® assessment tools that identify digital literacy gaps; engage customers, staff, employers, and workforce partners to understand the touchpoints that needed to be addressed in the workforce ecosystem; and finally, to encapsulate this research into 12 actionable strategies so that PA CareerLink® staff will have the tools necessary to address the digital literacy gaps and offer an improved customer experience, particularly for those with lower digital literacy.

Texas

The State has been performing evaluation work related to the Vocational Rehabilitation program. The State conducted a quasi-experimental evaluation of the impact of Texas Workforce Commission's Project SEARCH for individuals with developmental disabilities. Project SEARCH allows participants to participate in three 10- to 12-week paid internships in competitive integrated employment settings, giving them the opportunity to focus on gaining proficiency in their preferred occupation with the goal of obtaining and retaining permanent employment.

Washington

Workforce Training Results is an evaluation of Washington state's workforce development system, annually studying outcomes of participants from 12 workforce development programs, using a standard set of performance measures. The evaluation uses a data comparison approach to answer the question "are training programs providing participants with opportunities and positive outcomes?" The report describes the demographics and employment outcomes of each population and participant.

Capacity Assessment

Arkansas

During the program year, the University of Arkansas Counselor Education Program and the University of Arkansas Walton School of Business completed a comprehensive evaluation of the State's workforce system (WIOA Skills Gap Analysis and Customer Service Assessment). This system evaluation included a Local Integration study, which included three of the state's local workforce development areas. The study included sampling, staff interviews and report case studies on the effectiveness of identifying and closing skills gaps.

WIOA title I and title III participants' case files in these three workforce areas were reviewed to determine if the participants may have been eligible to receive services from other partner programs. The results of these reviews found that a range of 2.5 percent co-enrollment to a high of 16.6 percent, with an overall co-enrollment average of 7.34 percent.

Additionally, leadership from each of the three local workforce areas were interviewed to identify partner programs that collaborate with the workforce centers. The number of partner programs ranged from thirty-six in one local area to only ten in another local areas.

Idaho

The State's WIOA Career Planner Survey is an ongoing project designed to increase Customer Service Focus and Employee Investment, Development and Retention. The State's desire to continuously improve upon its delivery of services to Idahoans prompted the state to begin the task of assessing ways to improve WIOA Career Planner staff training. The project reviews anecdotal interview responses provided by nine career planners with less than two years of experience in 2019, with a focus on highlighting the effectiveness of current training methods and identifying similar skill gaps. Following analysis of responses, evaluation results will be used to assess training needs and develop a plan for improved service delivery.

Missouri

To further understand challenges that exist within job centers, the State conducted a WIOA Partner survey. Participating partners included: Vocational Rehabilitation, Family Support Division, Division of Employment Security, and Adult Education and Literacy. The survey focused on the coordination of services in job centers and communication needs for effective service delivery. For example, the State reports that 25 percent of partners in job centers felt a part of job center service delivery. Recommended action to mitigate these challenges include updates to job center infrastructure, follow-through on referrals, and displaying materials from all partner staff for the citizen. The data collected from the WIOA Partner survey is often leveraged to improve communication and coordination throughout job centers.

Nebraska

During PY19, the State identified the need to enhance its continuous improvement strategies across the State's entire one-stop delivery system. After preliminary discussions and planning during PY19, the State contracted with an external evaluator during the first quarter of PY20. The evaluator focused on identification of barriers to success and adaptations for service delivery in pandemic and post-pandemic economic environments and assessed the State's four comprehensive American Job Centers and 10 affiliate sites, incorporating both qualitative and quantitative analysis. Overall results of staff interviews/surveys found 74 percent of staff felt that the quality of an organization is determined by the quality of relationships and 65 percent indicated stress in relation to an inability to directly assist customers with unemployment compensation issues during the peak of the pandemic. Staff at all levels identified two key opportunities for continuous improvement: more frequent programmatic training opportunities with state-level program leaders and training with staff from the State's Unemployment Insurance division.

New Jersey

The State contracted with the John J. Heldrich Center for Workforce Development to conduct a process evaluation examining the services in WIOA title I, and WIOA title II. The goal of this study is to obtain a comprehensive understanding of the degree to

which services under WIOA title I and title II are integrated in New Jersey. The evaluation also seeks to identify the challenges local areas face when implementing various forms of title I and title II services integration. The evaluation details findings about how local areas understand what title I and title II integration means in their local areas and the policies, programs and practices they are implementing toward that goal. It also offers a series of recommendations, derived from extensive local input, on how state and local stakeholders could improve and scale up existing integration practices and support staff tasked with integration of services to create a more seamless service delivery system where individuals go from learner to job seeker to successful worker.

Collaborations with Academic Institutions and other State-Identified Organizations

Arkansas

The State partnered with the University of Arkansas Counselor Education Program and the University of Arkansas Walton School of Business to complete a comprehensive evaluation of its workforce system. The system evaluation included a local integration study, which included three of the State's local workforce development areas. The study included sampling, staff interviews, and report case studies on the effectiveness of identifying and closing skills gaps.

New Jersey

Since 1988, the State has a longstanding research partnership with the Heldrich Center at Rutgers University due to its long history in using state workforce data and because of Rutgers' status as a public institution. Since that time, through multiple federal Workforce Data Quality Initiatives and State Longitudinal Data System (SLDS) grants, the State established a multi-agency, data-use agreement to establish the New Jersey Education to Earnings Data System; a SLDS housed at the Heldrich Center.

Ohio

The State enlisted the Ohio State University - Ohio Education Research Center (OERC) to evaluate the Comprehensive Case Management Employment Program (CCMEP) between 2016 and 2019. The evaluation assessed the employment, education, and human services impacts of participating in services that included comprehensive case management.

Collaborations with Local Workforce Development Boards (LWDB)

Arizona

The State engaged the Arizona Office of Economic Opportunity, the Workforce Arizona Council, and local workforce development boards to offer input on the need for data on workforce training outcomes. Stakeholders affirmed that the data would be useful for future strategic planning efforts. The developed the State the Workforce Training Outcomes Tool which uses the Tableau platform, to show these outcomes to local areas and other workforce stakeholders. The tool expands the use of ARIZONA@WORK performance data to better understand the characteristics of participants in the workforce system, types of training services participants are receiving, and training types that lead to the best employment and wage outcomes.

Oregon

In early 2021, the State partnered with Willamette Workforce Partnership (a LWDB) to implement the Rethinking Job Search workshops. "Rethinking" is a workforce program designed to bolster jobseekers' confidence in their ability to be quickly

reemployed, by teaching cognitive-behavioral techniques to enhance motivation and self-efficacy in job-search activities. The LWDB provided the proprietary curriculum and facilitator training, and conducted the facilitator coaching and fidelity monitoring. The customers recruited for the pilot were unemployed adults enrolled in WIOA services and receiving Reemployment Services and Eligibility Assessment (RESEA) services. A total of six staff ran four cohorts, each conducted by a pair of facilitators. They served a combined total of 31 individuals. Public Policy Associates carried out the evaluation.

This pilot varied from previous larger-scale Rethinking projects in that workshops were conducted in a virtual service-delivery format. Program objectives were to identify the redeployed program's feasibility, effectiveness of delivery, and short-term outcomes.

Based on the success of the Rethinking pilot, the State plans to again partner with Willamette Workforce Partnership to offer Rethinking workshops to RESEA participants and evaluate program outcomes.

Utah

The State's Workforce Services program staff, in collaboration with local area managers, developed an action plan to build on successful program implementation behaviors and recommended program improvements. The action plan was implemented during PY20 and included strategies, informed by the evaluation, to increase quality case management. Due to COVID-19 not all projects were fully implemented but are available for future utilization.

Virginia

In February 2021, the State began an evaluation of its workforce development system. This evaluation includes a scope focusing on an analysis of state oversight, LWDBs, and the customer experience. One part of the assessment was a review of workforce development programs in peer states, including Alabama, California, Colorado, Indiana, North Carolina, and Washington. Given the pandemic and its impact on regional operations, the customer experience analysis focused on customer demographics and engagement metrics. The evaluation will be completed in the fourth quarter of 2021.

State Agencies Cross Collaboration

Alaska

In PY18, Alaska Department of Education and Early Development (DEED) and school district staff began working with DVR to evaluate the effectiveness of JOBZ Club and S'Cool Store in increasing graduation rates and post-school outcomes for students with disabilities. As PY18 was the first year of collecting data at the student level, this has been an on-going evaluation.

Colorado

In PY20, the State contracted with Northern Illinois University, Center for Government Studies, to evaluate the impact of WIOA title I training and supportive services investments on training completions and training-related employment.

Florida

The State participated in research with the Department of Education's Division of Career and Adult Education on the Career and Technical Education (CTE) Data Quality Initiative grant. Florida's goal is to ensure the ability of the state's workforce education system to meet the demands of the Florida economy and the future of work through data-driven decision making. The State also

partnered with the Federal Reserve Bank of Atlanta in an initiative to study low-income families' financial incentives for career advancement. A central goal of this initiative is to understand how benefits cliffs impede career advancement and to employ the Atlanta Fed's research in the identification of informed solutions.

Georgia

Coordination efforts have been extended with GDOL's Workforce Statistics and Economic Research (WS&ER) Division to complete implementation of the RESEA program evaluation process using plans and procedures listed below. The WS&ER Division continues to facilitate the collection of data necessary to evaluate Georgia's new strategy of implementing an assessment tool, My Next Move, as the State's evaluation process.

Under the PY20 ETA Workforce Information Grant, the State of Georgia Workforce Statistics (LMI) division produced and disseminated industry and occupational employment projections and conducted and published relevant economic analyses and economic studies. During PY20, staff worked on nearly 250 assorted economic projects to provide support and analysis for a wide variety of economic development projects across the state of Georgia. Reports ranged from comprehensive studies of special target groups across the state and in specific geographical areas, customized reports providing for a comparison of detailed employment and wage data, and occupational wage reports for a specific county and/or Labor Draw Area. Georgia DOL works closely with the Department of Economic Development, Chambers of Commerce, Development Authorities and other local government agencies regarding new business prospects.

Maine

The State has partnered with the Bureaus of Unemployment Compensation, Rehabilitation Services (BRS), and Employment Services (BES), the Maine Community College System, the University of Maine System, and Husson University to support the State's Education and Attainment Research Navigation System (MaineEARNs). The State's collaborative efforts produce a data system with a variety of sources to shed light on the effect of program completions and other economic events on earnings over time. MaineEARNs is actively recruiting new partner organizations to provide more information for consumers and additional tools for program evaluation.

Wisconsin

The State's Division of Vocational Rehabilitation (DVR) partnered with schools, long-term care, and mental health state partners to measure progress towards increasing competitive integrated employment outcomes of working age adults with disabilities who receive public services.

Customer Satisfaction

Overview

States and territories are also encouraged to include information on their customer satisfaction approach, including methodologies, response rate, generalizability of results, and descriptions of continuous improvement processes. States addressed areas such as:

Automating Customer Satisfaction Feedback Systems

States reported efforts to increase response rate, and efforts to automate the customer satisfaction feedback systems. These efforts included employing software solutions to automate the process and reduce burden on program staff.

Methods to Increase Response Rate

States reported various strategies to increase the customer satisfaction response rate such as providing more chances for customers to give feedback and making the process easier.

Leveraging Findings to Inform Continuous Improvement Strategies

Several States and Territories detailed the specific continuous improvement strategies that they implemented as a result of customer feedback.

Localizing Customer Satisfaction Measures

Several States highlighted local approaches to measuring customer satisfaction, citing the importance of local knowledge to tailor measures of satisfaction to their specific customers.

Customer Satisfaction Highlights

Automating Customer Satisfaction Feedback Systems

Nevada

The State pivoted from computer-based surveys at job center offices to participate in a pilot customer survey system named SARA (Semi-Autonomous Research Assistant) developed by The Career Index (TCI) and offered for state piloting by the U.S. Department of Education, Rehabilitation Services Administration (RSA). SARA is designed to contact clients/consumers via text and/or email, providing a system for two-way communication between the software and the client. At the end of communications shared between the software and client, SARA automatically sends a request to the client to complete a customer satisfaction survey. In PY20, the State reported 2,819 completed surveys out of the 3,036 participants contacted for a survey.

New Jersey

The State conducted a web-based customer survey for WIOA title I exiters who received services from the State's Career Centers, including those from satellite and County Offices throughout the State. Programming was written to extract email

addresses from a database which were then used to send the survey request and links to launch the survey (both in English and Spanish). The surveys were sent in the month following an individual's planned exit date. The State reports that this allowed for a timelier method for an individual to receive a survey.

Methods to Increase Response Rate

Mississippi

Measuring service and data quality for the WIOA customer satisfaction ratings were collected through a telephone survey of jobseekers and businesses who participated in WIOA workforce programs. To improve the response rate, the State mailed a letter to each participant to be surveyed prior to the telephone survey. A total of 1,000 surveys were completed with each group accounting for 500 surveys.

Missouri

Every customer that receives a service is given the opportunity to provide feedback on their customer experience during service delivery. As the State searches for and implements an omni-channel approach of serving customers through multiple access points, the survey helps determine the wants and needs of customers, as well as the overall experience.

Oklahoma

Efforts to increase the response rates included loading survey links and QR codes on resource computers and in emails. Local staff verbally encouraged people to take the surveys.

South Carolina

The PY20 jobseeker survey response rate increased by 10 percentage points, while the employer response rate decreased by nearly 20 percentage points. In all local areas, survey completion is voluntary. In response, the State's efforts to increase response rates include: the use of electronic surveys instead of paper, using social media to conduct feedback surveys, monitoring feedback more frequently, and using State mass communication tools to distribute surveys.

Wisconsin

The State utilizes Survey Monkey to email a survey to all WIOA title I Adult, Dislocated Worker, and Youth participants who were active at some point during the previous 12 months. Reminders were sent to the participants to complete the survey to improve the response rate. Reminder emails were also sent to the local workforce development boards so that they could communicate with their participants and encourage responses.

Leveraging Findings to Inform Continuous Improvement Strategies

Arkansas

During PY20, the State received a comprehensive evaluation from the University of Arkansas of its workforce system, which included customer satisfaction surveys of both program participants and businesses. The customer survey for participants showed overall satisfaction with WIOA programs and Workforce Center staff. The results led evaluators to strongly recommend additional training in customer service for all local workforce center staff. The survey of business customers showed a moderate degree of satisfaction. Many respondents brought up the difficulty of posting job openings through the online job bank and the

lack of interaction between their businesses and workforce center staff. The evaluators recommended a more proactive relationship with employers to have the most accurate information about job openings and employers' needs.

Florida

The State utilizes customer satisfaction survey results as well as feedback from case managers to identify and implement features that improve the customer experience of the State's workforce management information system, Employ Florida. For example, the State coordinated with Employ Florida's vendor, Geographic Solutions, to implement remote signature functionality. With the new electronic signature functionality, users no longer have to be physically present to sign documents needed for program applications or job searches. Providing an extra level of protection, documents can be sent through the system's message center, by email, or via text message. Documents are also encrypted to ensure full security and an audit trail is maintained for each signature on file.

Guam

The Territory's HireGuam Virtual One Stop (VOS) System is utilized to measure customer satisfaction at the Guam American Job Center (AJC). The outcomes reflect the data captured from employers and participants in the programs and training offered at the AJC. The Territory reports that VOS has been a useful tool in collecting the information provided for the purpose of reporting customer satisfaction surveys aligned with WIOA programs. The Territory also states that the system reflects jobseekers' perspective and employers alike, so they too have a voice in the whole spectrum of AJC services available and how to understand customers' experience.

Maine

The State uses customer satisfaction survey results to improve service delivery, revise workshop content, and delivery of customer-suggested topics. The State contacted customers who provided low staff ratings to gather additional information to guide improvements. The State used customer comments to develop LinkedIn and professional-focused job search workshop sessions. Customer feedback also influenced State decisions to adjust timeframes of in-person visits and appointment times. In the Spring of 2021, new employer and jobs seeker guides were developed to help customers get quick, self-directed, access to services and referrals. Both jobseeker and employer customers were provided copies of the draft guides and scheduled for interviews to gather their feedback on the guide. The State reports that customer feedback was instrumental in ensuring the guide was written in easy-to-understand language, user-friendly format, and included customer-identified topics of interest.

Montana

Following completion of customer satisfaction surveys, the State's workforce consultant team commences a three-week trial, in five offices, to collect data about the following: rate of email return; in-person visits versus virtual visits; and best practices. The team also updated the WIOA Adult and Dislocated Worker participants' survey, seeking an increase in both the response rate and amount of information.

North Carolina

The State's customer satisfaction survey solicits feedback from individuals and businesses registered with NCWorks in an effort to improve overall services offered, as well as to increase customer satisfaction. The State uses survey results and feedback to

determine and promote continuous quality improvement initiatives and make overall improvements to the one-stop system. The NCWorks system continues to apply the feedback for data-informed decisions on how to better serve both businesses and jobseekers.

Utah

The State continually uses feedback from jobseeker customer satisfaction surveys to improve services in American Job Centers and inform future decision making. Examples of improvements include: the development of online workshops to support professionalism in the workplace; the creation of virtual workshops that focus on developing an individual's ability to succeed in the workplace; encouragement of worksite learning opportunities to provide a hands-on opportunity for individuals to learn positive workplace behaviors; and plans to work on an online resource to support business and jobseekers in their efforts to improve soft skills and success in the workplace.

*Localizing Customer Satisfaction Measures***Alabama**

The State's survey is a written survey requesting feedback for the individual Career Center that provided services and is included in the Alabama Career Center System Guide to Customer Services. Surveys are provided to both employers and individuals seeking workforce related assistance and Career Centers reportedly attempt to contact customers to address issues that are discovered from the surveys. Feedback from the surveys is monitored in each Career Center and changes are implemented as needed as part of the Career Center's continuous improvement plan. Additionally, as part of each Career Center Certification process, goals are established for each Career Center to promote continuous improvement.

California

The State does not have a standardized customer satisfaction survey that is used by all local workforce development boards (LWDB). A summary of the customer responses, survey results, and whether the results are generalizable to the entire population of customers resides at the local level. However, the State requires an assessment of the job center systems and continuous improvement plans following collection of customer satisfaction rates.

Illinois

The State employed a local approach to assess satisfaction of the WIOA services jobseekers received. Local Workforce Innovation Boards focused on the integration of services for jobseekers and improving employer access to the skilled workforce. Customer satisfaction survey results were reportedly used to implement strategies to improve service integration between WIOA program partners and providers at the state, regional, and local levels.

Nebraska

The State assigns responsibility for assessing customer satisfaction to local workforce development areas. The report indicates each local area is better positioned to develop and implement appropriate methods for assessing customer satisfaction among title I program participants and local area employers. In PY20, each local area provided summaries to the State regarding its customer satisfaction outreach efforts for the respective title I Adult, Dislocated Worker, and Youth participant and employer populations. Based on the content of the summaries, the State provides follow-up technical assistance to all local areas on best

practices for customer satisfaction outreach concerning: development of effective and reliable customer satisfaction outreach methods and tools; the significance of random sampling compared to targeted and convenience sampling; the need for generalizability and representativeness of outreach results to participant and employer populations; and use of customer satisfaction outreach results for continuous improvement.

Oklahoma

The State's Office of Workforce Development standardized the customer satisfaction surveys using Survey Monkey and administration and collection occurs at the local level. Each local area was tasked with disseminating surveys created for each of their respective areas. Local areas regularly review survey responses and comments, share findings with partners, and implement strategies to improve services based on feedback received. Also, Local boards have links to view responses in real time on Survey Monkey.

Virginia

The State's primary approach to evaluating customer relies on LWDBs to develop and implement customer satisfaction surveys. Each of the fifteen LWDBs have a satisfaction survey for their jobseeker customers and for their business customers. Due to the combined nature of the approach to evaluating customer service, tracking the customer service feedback process and outcomes for the Job Centers is completed at the local level.

State Funds

Overview

Several states and territories reported use of state funds for many required WIOA activities. Others noted that the additional funds helped support innovative initiatives or mitigate unforeseen circumstances that could not be served through formula allocation funds. States and territories reported using funds for common purposes, which included services or programs for veterans, returning citizens, and youth; evaluation and rapid response activities; hiring specialized or needed staff; and sector partnership efforts.

State Funds Highlights

Supporting Specialized Staff

Kansas

The State has a Workforce Response Coordinator who has constant communication with local economic development representatives, human resource groups and other statewide organizations to keep their fingers on the pulse of employers, particularly those who may be struggling. The Coordinator participates in job fairs, to communicate with employers, especially those needing assistance to avoid closure and/or relocation. This staff member also visits with jobseekers who could potentially fill open positions at companies or businesses who may be struggling to find qualified employees. The Coordinator also works closely with local rapid response representatives who are in contact with any struggling companies to help them understand the services available to them.

Additionally, the Workforce Response Coordinator and Rapid Response Coordinators are involved with business engagement through their participation in local and statewide organizations, attending business functions and constant communication with these groups. As far as sector strategies and career pathway efforts, the coordinators continue to work in partnership with the LWDBs to ensure they are part of sector planning and are aware of the career pathways available to these employees.

Kentucky

The State's Bluegrass workforce development area hired a Resource Navigator/Crisis Counselor to help individuals who have been affected by COVID-19. The navigator has assisted with support services, including housing, mental health, clothing, food, and transportation services. The navigator gave the career coaching staff the opportunity to focus on employment, while the counselor dealt with barrier removal and support.

Maryland

The State used \$500,000 of WIOA Governor set-aside funding to hire five Reentry Navigators to serve: Anne Arundel County, Baltimore City, the Lower Shore, Prince George's County, and Western Maryland. They interface with inmates in correctional

education programs (both academic and occupational) and serve as the critical point of contact to the local American Job Centers. In addition, Reentry Navigators interact with businesses who hire ex-offenders.

These contractual positions report directly to the Labor Exchange Administrators in each local area. The goal of this intervention is to create a connection between the correctional education program and the workforce system as well as to inform the State regarding best practices for engaging this population. During the report period, Reentry Navigators provided intensive services previously not provided prior to release to 946 returning citizens behind the fence. A total of 324 of the returning citizens who worked with Reentry Navigators were placed in employment opportunities. The success of the program has created a desire to expand to other local areas. The State is currently recruiting to expand navigators in the remaining eight local areas that previously did not have access to these services.

New Hampshire

Sector Partnership Initiative (SPI) Funds supported the continuation of sector advisors and sector related development activities beyond those supported by the previous SPI grant. The State's Work System started the SPI to establish a pipeline of skilled and educated workers for the major economic sectors of New Hampshire. In addition, the SPI was designed to assist jobseekers find appropriate education and training that provides them with productive career paths. Five sectors have been launched to date—manufacturing; hospitality; healthcare; technology; and construction. Each of the five sectors has an advisory board that meets regularly, as well as regional groups, and a sector advisor who assists in finding and coordinating resources needed by the sector. Additional funds from the WIOA Governor's Discretionary Funds established the hiring of five Sector Advisors.

In addition, starting in PY18, \$460,000 of discretionary funding was allocated for the purpose of hiring three staff for both PY18 and PY19 to serve as business intermediaries by providing ongoing assistance to the business community specific to linking the NH Works American Job Centers with the State's Recovery Friendly Workplace initiative. The program ended during PY20, with a total cost of \$38,583; the total cost over the life of the program was \$382,086.

Rapid Response Activities

Florida

The state-approved allocation for rapid response/dislocated worker assistance consists of funds budgeted for the state rapid response activities with a balance set aside as emergency reserve. Each program year, up to 25 percent of the state's WIOA Dislocated Worker allotment is reserved for rapid response activities. The state rapid response program office carries out statewide rapid response activities and monitors rapid response activities carried out by the local workforce development boards. The office provides guidance directly to partner agencies and employers and connects adversely affected employers to the appropriate local workforce development board. The state rapid response program screens adversely affected employers for the influence of foreign trade and competition to facilitate Trade Act petitions. State-level rapid response activities are managed by the state rapid response program coordinator including access to EconoVue, a business intelligence and layoff aversion data platform. The EconoVue platform provides the local workforce development boards with real-time, actionable business information to guide and inform their employer meetings and layoff aversion strategies. The coordinator assigns local users,

cohosts platform training events, reviews the reports generated, provides monthly updates, and manages the contract with Carahsoft, Dun & Bradstreet, Inc., and Urban Explorer.

Indiana

In PY20, the State experienced many notable Rapid Response Events resulting in 446 workers receiving specialized services.

The State received 80 WARN Notices and 12 Non-WARN companies; contact was made with 82 companies offering Rapid Response services to workers. Employers who refused Rapid Response services were asked to distribute packets of information to workers. There were 858 recorded dislocated workers that attended Rapid Response/TAA orientations in PY20, both in-person and virtually.

Additionally, the State hosted 137 in-person job fairs with 1,850 dislocated workers attending. The previous year, the State's Department of Workforce Development (DWD) began monitoring Layoff Aversion opportunities with a pilot in three workforce regions utilizing a layered data set that includes Duns and Bradstreet Market Insight number information, along with employer financial information. The intent is to identify employers that may need layoff aversion strategies and for DWD to connect with these employers well in advance of layoff. As DWD was gaining insight through their Layoff Aversion pilot program, the effects of the COVID-19 pandemic became strongly felt, leading to all work being halted on this project. Still, DWD intends to resume this pilot in PY21.

Nebraska

During PY20, the State provided customized Rapid Response activities, onsite or at alternate locations, accommodating work schedules and assisting companies and workers with job loss. Rapid Response activities were coordinated at the state level and delivered at the local level by the Rapid Response teams. Required members of each Rapid Response team included: title I Dislocated Worker program representatives from the applicable local area; title III Wagner-Peyser Employment Service representatives from the applicable local area; Unemployment Insurance (UI) representatives; and Trade and Economic Transition-Dislocated Worker Grant representatives.

Additional members of Rapid Response teams are included based on employer characteristics and worker demographics, such as, TAA representatives from the applicable local area; a Veterans representative; and other community partners, such as healthcare, financial information, and community assistance partners.

The State is responsible for all Rapid Response activities and ensuring a consistent and cohesive message is delivered statewide to employers and workers. Rapid Response teams determine employer and worker needs and are the primary point-of-contact for employers to ensure consistency, efficiency, and accountability. Rapid Response teams identify employer and worker needs, create service plans and schedules, oversee events, and coordinate and manage data collected during events.

Rapid Response events provide an opportunity for Rapid Response teams to meet with workers and inform them of benefits, services, and resources available to them during their transition to new employment. During Rapid Response events, workers are: introduced to Rapid Response team members; provided information on title I Adult, Dislocated Worker, and Youth programs (especially the Dislocated Worker program and TAA, when applicable), title III Wagner-Peyser Employment Service, and UI;

provided information regarding available community resources, including services available at American Job Centers (AJCs); provided access to Rapid Response laptops and assistance with NEworks registration by Rapid Response team members; and provided an opportunity to ask questions about available benefits, services, and resources and receive answers directly from subject matter experts.

Utah

Approximately five percent of Dislocated Worker funds are reserved for Rapid Response activities and Additional Assistance funding for local areas to provide services to as many companies and workers as possible. This is accomplished through formalized coordination with the State's Dislocated Worker Unit or a local-area response, which is provided by local workforce development specialists if the layoff impacts less than 15 workers.

The Dislocated Worker Unit includes the state Rapid Response coordinator, Dislocated Worker program specialist, Trade Adjustment Assistance program specialist and the state program specialist for the Eligible Training Provider List. This structure ensures program coordination and the ability to design and deliver comprehensive services to dislocated workers.

The Dislocated Worker unit follows up on all Worker Adjustment and Retraining Notification Act (WARN) notifications, trade petitions and trade-certified companies to ensure prompt delivery of services. The Dislocated Worker unit gathers and tracks layoff and closure data and disseminates layoff notifications records. This information is used by Workforce Services leadership, area directors, workforce development specialists, unemployment insurance and the Workforce Research and Analysis team. The information helps the department plan for and potentially avert layoffs or minimize the impact to workers by matching workers to available jobs. This is accomplished by sponsoring job fairs, linking workers to job-search workshops and providing Dislocated Worker, Trade Act Assistance, and other appropriate career services. Rapid Response services, along with the Unemployment Insurance Reemployment Services and Eligibility Assessment (RESEA) program, have shortened and prevented periods of unemployment for many dislocated workers.

Sector Partnership Efforts

Georgia

The State awarded additional funding to all requesting local areas to support the continuation of the Sector Partnership effort. Local areas utilized this funding to continue to do outreach to and provide organization of their local business communities. Each local area chose one or more industries to target with this effort based on data provided by the State. For example, connecting Georgia companies to K-12 career pathways and recent graduates; and engaging local community based-organizations to connect strategic populations to virtual job fairs. Additionally, externships for teachers, marketing campaigns, and region-wide needs assessments continued to be supported through the grant.

Michigan

Michigan Industry Cluster Approach 2.0 (MICA 2.0)

The MICA 2.0 is designed to develop new and support existing employer-led collaboratives that represent a variety of key industries around the state including: healthcare, manufacturing, energy, information technology, and mobility. These collaboratives are an effective strategy to help fill talent gaps by bringing together employers, economic developers, educators,

and workforce partners, and community-based partners to address critical talent needs. By the end of the grant period of May 31, 2021, the MICA 2.0 served 1,948 participants with 949 credentials attained, playing a key role in supporting Governor Gretchen Whitmer’s “Sixty by 30” goal, to increase the number of Michiganders with a post-secondary credential to 60 percent by the year 2030.

Apprenticeship Readiness Training

The State’s Workforce Development (WD) and the Michigan Department of Transportation worked in partnership with the City of Detroit, the Michigan Works! Agencies (MWAs)—Detroit Employment Solutions Corporation—educators and labor organizations to fill the need for skilled and general labor through an apprenticeship readiness training program; and in the process, serve to approximately 1,000 Detroit residents—especially those who face significant barriers—with access to long-term employment by the expiration date of December 31, 2020.

Integrated Education and Training (IET)

The State’s WD allocated funding to IET programs that have already been developed by adult education providers and/or that will be developed jointly by their local Michigan Works! Agencies and adult education providers. The intent of IET programming is for WIOA title II adult education providers to partner with a local MWA and/or an existing training provider to co-enroll participants in WIOA title I and title II services.

The IET program must be part of a regionally or locally defined career pathway and must include three required components: (1) adult education and literacy activities, (2) workforce preparation activities and (3) occupational training. The three required components must occur simultaneously within the overall scope of the IET program and must each be of sufficient intensity and quality.

New Hampshire

State funds supported the continuation of sector advisors and sector related development activities. The State’s sector partnership initiative establishes a pipeline of skilled and educated workers for major economic sectors. The initiative also assists jobseekers in finding appropriate education and training. Five sectors have been launched to-date: manufacturing; hospitality; healthcare; technology; and construction. Each sector has an advisory board that meets regularly, as well as regional groups, and a sector advisor who assists in finding and coordinating resources.

North Dakota

The State utilized funds for the JobUPND campaign. This was a North Dakota Workforce Development Council-sponsored, statewide, twelve-week promotional campaign that highlighted industries across the State who were hiring, promoted title I and III services in the nine workforce centers, and drove jobseekers and employers to jobsnd.com. The campaign had an exposure to over three million social media users, in multiple platforms, and drove 142,000 visitors to the State’s labor exchange website.

Ohio

The Ohio Industry Sector Partnership Grant—totaling \$2.5 million in awards in PY20—helps fund collaboration between businesses, education and training providers, and other community leaders who are invested in improving their region’s workforce. These collaborations create a more skilled workforce and benefit both Ohioans and Ohio’s job creators. The program

aims to ensure that Ohioans can participate in the workforce pipeline while meeting the needs of job creators and the local economy.

The State offers funding and support to local communities interested in starting or accelerating an industry sector partnership. Industry sector partnerships design and implement workforce strategies for specific sectors and individual regions. To be eligible to apply for funding, an industry sector partnership must: include multiple private-sector employers focused on common workforce-related goals; be led by the business community; and have a regional and/or industry-specific focus.

Services or Programs for Returning Citizens

Arizona

State Reserve funds were instrumental in strengthening and expanding reentry services in Arizona. The Second Chance Center Program was established in 2017 and initiated by the governor as part of a statewide effort to reduce the rate of recidivism by 25 percent over ten years. Through a multi-agency partnership, three Second Chance Centers were established at three state prisons. At these centers, corrections professionals and employment counselors facilitate a ten-week training program for inmates nearing release, preparing, and equipping them with career and life skills.

Maryland

The State awarded \$149,995 to the Metropolitan Washington Chapter of the Associated Builders and Contractors, Inc., to support a reentry pilot program. This program encouraged the State's workforce system and registered apprenticeship sponsors to rethink the reentry population as a viable talent pipeline and consider innovative approaches in workforce development. The goal was to eliminate barriers to employment for reentry participants by providing pre-apprenticeship training, supportive services, and comprehensive on-the-job training, combined with related instruction as registered apprentices. Participants entered skilled trade occupations as registered apprentices with the outcome of being journeypersons in their respective occupations.

The State also funded the Baltimore Electrician Joint Apprenticeship Training Committee (JATC) to continue expansion of its apprenticeship program by working with participating local public-school systems to offer a School-to-Apprenticeship pathway. The International Brotherhood of Electrical Workers received \$57,000 to: 1) Work with local public-school systems to recruit qualifying student candidates; 2) Have the opportunity to take the first year of the JATC's related instruction in an online format; and 3) Be provided classroom time and space to work with instructors as needed on both the curriculum and hands-on labs.

North Dakota

In cooperation with the North Dakota Department of Corrections, the State used funds to provide a web development curriculum and will be taught to 48 residents of the state penitentiary over the next 24 months and provide certificates of completion in alignment with WIOA requirements. The program includes equipment to train residents on industry-leading courses with remote instruction designed specifically for correctional facilities. This initiative supports the Workforce Development Council's (state board) recommendation for bridging the technical skills gap and supporting those with barriers to employment.

Pennsylvania

The \$5 million Youth Reentry Demonstration Grant to ten local workforce development boards—awarded in PY19 and extended until June 30, 2022—engages youth, ages 18–24, who were incarcerated or subject to the justice system, into a career pathway leading to postsecondary education, advanced training, and/or meaningful employment.

Projects have included the proposed expansion of existing youth reentry programs for young adults. Additionally, many of the projects also feature close working relationships between LWDBs; PA Academic and Career/Technical Training affiliates; the PA CareerLink® system; county and/or state justice systems; community or faith-based organizations; foster care systems; the federal bonding program; career and technical education centers; Job Corps; and institutions of higher education. Two additional LWDBs are also partnering with two of the funded LWDBs on their projects, for a total of 12 participating LWDBs.

As jails remained closed to visitors, due to COVID-19 lockdowns (March–October 2020), grantees had to reevaluate how to provide their in-person services. One of the biggest challenges was being able to reach to potential participants while they were incarcerated and anticipating release. New emphasis was placed on virtual workshops and seminars as well as increased use of flyers and pamphlets to spread the word of their programs. One type of service that had a profound impact on participants was the ability to hold virtual expungement clinics through some law firms across the state. As Pennsylvania began to re-open, grantees were able to make great progress in the number of individuals they were enrolling. By end of year, most were on track to reach their goals. As of the end of PY20, \$2 million of the funds have been expended, and 287 individuals have been served; the goal is to serve over 700 participants.

Services or Programs for Veterans

Alaska

The State continued its support to the Helmets to Hardhats (H2H) program, provided through Alaska Works Partnership, for life-changing training, skills development and employment placement assistance to military veterans returning to civilian life. The project served 78 veterans, with 28 percent gaining acceptance into registered apprenticeships in construction fields.

Iowa

The State offers the Home Base Iowa (HBI) program that links veterans, military personnel and their family members with resources and opportunities. This program aims at helping connect Iowa businesses with qualified veterans, transitioning service members, and their spouses for employment.

To meet the changing needs of businesses to find and hire skilled workers in the state, HBI increased engagement with several key stakeholders in PY20, among them, HBI communities, college and university partners, and HBI jobseeker profiles.

The HBI Community Initiative designates communities as centers of opportunity for veterans and their families and further highlights statewide commitment to welcoming and employing veterans and their spouses. The requirements for becoming an HBI community vary from designating as HBI businesses to 10 percent of eligible businesses with greater than 15 employees, to holding an event to recognize the accomplishment of becoming an HBI Community.

HBI business partners have pledged to fill over 20,500 jobs with veteran candidates, where they can: Access veteran and spouse profiles and resumes using the “Find a Veteran” feature; receive automatic notifications when a veteran matches the criteria for jobs within their company; and obtain valuable information to assist in finding and hiring Veterans.

HBI focuses on connecting Iowa businesses to skilled veterans and collaborating with IowaWORKS centers statewide. Each center has a Veteran Career Planner dedicated to assisting members with resumes, interview skills and connecting them with Iowa employers, and Centers provide grassroots support across the state by educating service members on local resources and incentives to allow for a smooth transition to the area.

North Carolina

The State’s Division of Workforce Solutions (DWS) is also partnering with the North Carolina Department of Military and Veterans Affairs (DMVA) to implement initiatives resulting in improved services to veterans and those employers’ supporting veterans. As part of the North Carolina for Military Employment (NC4ME) initiative, DWS conducts ten NC4ME hiring events across the state throughout the year. These events entail veteran jobseeker resume and interview preparation, jobseeker skill set matching with employer needs, and on-site interviews during the hiring event. A supporting effort of this initiative is formal training for employer Human Resources Directors on interpreting/cross-walking service member skills into civilian parlance, and on the benefits of hiring veterans. DWS also partners with DMVA to publish the annual North Carolina Veterans Resource Guide as an all-encompassing reference for veterans and employers.

Texas

The State utilizes governor’s reserve statewide funding in conjunction with other sources of funding, where feasible and appropriate, to encourage initiatives, such as: The College Credit for Heroes; Veterans Workforce Outreach Initiative; and The Veterans Network.

The College Credit for Heroes initiative focuses on allowing veterans to quickly transition from the classroom to the workforce, by maximizing college credits awarded to veterans and service members for their military experience by eliminating obstacles to attaining the licensing, certification and accreditation, and degree awards. The State maintains a web-based list of participating College Credit for Heroes institutions and assists in connecting veterans and transitioning service members to the schools of their choice. To date, 18 Texas colleges and universities have been awarded multiple grants that have resulted in the creation several accelerated curricula courses in fields such as emergency medical services, surgical technology, respiratory therapy, health information technology, nursing, and cybersecurity. The State and the Texas Higher Education Coordinating Board continue to explore ways in which the program can continue to grow and better serve veterans and transitioning service members.

Veterans Workforce Outreach Initiative provides services to hard-to serve veterans who have one or more barriers to employment, including homelessness; a history of substance abuse; physical, mental, or learning disabilities; post-traumatic stress disorder; justice-involved; or recent discharge from military duty. The initiative is designed to outreach hard-to-serve veterans who are not currently being served through Workforce Solutions Offices; address employment barriers faced by hard-to-serve veterans; and reintegrate hard-to-serve veterans into meaningful employment. Participants benefit from a range of services

to address employment challenges, such as job development and job placement, and individual case management services, to support services, from financial assistance to mental health and food assistance.

The Veterans Network initiative provides funds to community-based organizations (CBOs) to develop networks of entities whose missions include providing services and support to veterans. Referral and service information shared among network partners, that include CBOs, the Texas Veterans Commission, and other veteran-centric organizations allows for the coordination of services over large areas of the state, regardless of the community in which veterans seek services. In fiscal year 2020, TWC awarded two grants totaling \$4 million to Alamo Area Development Corporation (AADC) and Combined Arms, who demonstrated organizational experience in providing coordinated veteran's services. Grants issued in 2020 have a period of performance ending in 2023.

Utah

The Accelerated Credentialing to Employment program provides short-term training targeted to veterans, actively serving National Guard and Reserve members and their spouses who do not qualify for veteran services. This team works in collaboration with external partners to ensure employment and support services are provided consistently throughout Utah. In addition, the Veteran and Military Employment Services team coordinates with WIOA Adult and Dislocated Worker employment counselors to ensure veterans' pre-employment training needs are met through co-enrollment; a veteran's military experience and skills are leveraged through the Accelerated Credentialing to Employment program, helping jobseekers achieve certificates, licenses and credentials to accelerate the veteran's ability to obtain employment.

Washington

Funded by the State's Employment Security Department, Colville WorkSource is home base to a Tribal Veterans Specialist, which serves veterans from the Colville, Kalispel and Spokane Tribes in the area, as well as veterans from the Yakima Tribe in the South-Central workforce development areas. The collaboration and outreach to veterans has opened opportunities to offer WorkSource services to tribal members.

Services or Programs for Youth

Florida

The State's summer young professionals and young professionals initiatives aim to reduce youth unemployment and increase career preparedness by introducing underrepresented young adults, ages 14–24, to the world of work while providing participants and their families with income. Young persons were supported with stipends for career exploration and preparation, or wages earned for participation in work experiences. Statewide funds supported the pilot and subsequent Summer Young Professionals initiatives through a request for proposal process, where local workforce boards received funds to support the development and/or enhancement of career and career-related educational opportunities for young people.

Kansas

The State continued its project with Neosho County Community College to provide underserved youth postsecondary education and training in preparation for demand occupations. Funds were granted for a January 15, 2020, start date, after which a Project Manager was hired. Within eight weeks of the start date, Reservation access was denied to all non-residents due to the COVID-

19 pandemic. Commerce has extended the project through December 31, 2021, and added the emphasis of youth aging out of Foster Care.

Maryland

The State offers two pre-apprenticeship grants to serve youth attending high school in the Charles County and Montgomery County public school systems.

The Independent Electrical Contractors - Charles County Public Schools (CCPS) pre-apprenticeship grant (\$73,748.95) is designed to serve a total of 13 CCPS seniors during the 2020–2021 school year. All 13 participants received OSHA-10 and Red Cross CPR Certifications along with their high school diplomas. Eight of the participants completed the entire pre-apprenticeship Electrical Pathway Program. Two of the 10 immediately entered employment and were registered or are in the process of being registered as apprentices with an average starting wage of \$12.80 per hour. The remaining eight are all in the process of receiving their driver's licenses and meet weekly with IEC staff to provide updates on their progress. Upon receipt of their licenses, they will begin employment and be registered as apprentices.

The Independent Electrical Contractors - Montgomery County Public Schools (MCPS) pre-apprenticeship grant (\$74,392.93) is designed to serve a total of 10 MCPS seniors during the 2020–2021 school year. All 10 participants received OSHA-10 and Red Cross CPR Certifications along with their high school diplomas. Eight of the participants completed the entire pre-apprenticeship Electrical Pathway Program. Five of the eight immediately entered employment and were registered or are in the process of being registered as apprentices with an average starting wage of \$12.80 per hour. The remaining three are all in the process of receiving their driver's licenses and meet weekly with IEC staff to provide updates on their progress. Upon receipt of their licenses, they will begin employment and be registered as apprentices.

Michigan

Throughout PY20, the State provided funding support to the Summer Young Professionals and Young Professionals initiatives. The purpose of these initiatives is to reduce youth unemployment and increase career preparedness by introducing underrepresented youths, ages 14–24, to workforce environments while providing participants and their families with income. The participants received stipends for career exploration and preparation, or wages earned for participation in work experiences. Services provided through this initiative placed participants on a path to gain the skills necessary to achieve lifelong economic self-sufficiency.

The State's Workforce Development allocated WIOA Statewide Activities funding to support the pilot Summer Young Professionals initiative from March 1, 2020, through February 28, 2021, as well as for the subsequent year-round Young Professionals initiative (March 1, 2021–February 28, 2022). The Michigan Works! Agencies that received funding for these initiatives were selected through a Request for Proposal process and received awards of up to \$250,000 to support the development and/or enhancement of career and career-related educational opportunities for young persons.

The initiatives are not limited to the work experience activity defined at 20 CFR 681.600. Additional activities that support career exploration and preparedness are allowable. Due to the prioritization of our citizens' health and safety, service delivery largely pivoted to a virtual environment.

Mississippi

During PY20, Jobs for Mississippi Graduates, Inc. (JMG), provided workforce, college, and career-readiness to youth. JMG achieved this task by providing participants with employability skills curriculum to achieve employment and have a successful career pathway. JMG provided services that include giving students assignments that teach the importance of Federal student Aid (FAFSA®), college attendance, resume writing, budgeting, maintaining a good credit score, and interest rates. JMG had a 100 percent graduation rate and over \$2 million in scholarships received. JMG also reported the employment of 67 students with over 272 college admissions and one in the Armed Forces.

Minnesota

The State awarded \$500,000 of Governor's Reserve Funds to four local workforce development areas (LWDA) to start the Career Pathways Pilot Project which will serve 36 rural counties statewide. The CP3 Projects are focused on providing outreach to under-served youth in rural Minnesota. WIOA-eligible youth obtain paid work experiences and concurrent training on high-growth and in-demand career pathways. The projects began providing services to youth on July 1, 2020. The State secured a waiver to allow flexibility for CP3 projects to determine mix of in-school and out-of-school youth. Services will be targeted to under-represented youth and the projects began operation during the height of the COVID-19 emergency. Partnerships with the Lower Sioux Indian Community have been expanded under the CP3 grant opportunity. This ongoing partnership supports Native American youth in access WIOA career services from the LWDA while also receiving cultural supports and development from the Lower Sioux Indian Community.

North Carolina

In PY20, the Division of Workforce Solutions (DWS) continued the Finish Line Grants initiative to help the State's community college students address financial hardships that could otherwise prevent credential completion. This initiative is a partnership between DWS, local area workforce development boards, and community colleges. As of June 30, 2021, the program has helped over 4,400 students stay in college, with grants totaling approximately \$3.9 million.

COVID-19 Response

Overview

The COVID-19 pandemic created many challenges for states and territories across the nation. WIOA-related activities met impediments as employment centers shut down, businesses abruptly closed, and mandated safety protocols were put in place to reduce the spread of the virus. This section identifies common strategies that the states and territories implemented in their responses to the disruptions.

COVID-19 Response Highlights

Creation of Virtual Services for Employment Training and Hiring Processes

Arkansas

The State reconfigured workforce centers to link employers and jobseekers on a website for people to know virtual availability for interviews. Centers also engaged in virtual job fairs as centers restricted access to physical locations due to the spike in COVID-19 cases.

Commonwealth of the Northern Mariana Islands

The Commonwealth initiated virtual business seminars to provide information to business owners and jobseekers about employment and training opportunities. This effort was made to re-skill and re-employ workers affected by the pandemic.

Georgia

The State hosted webinars and virtual employee information sessions to assist in reemployment preparation with resources such as resume writing, interview coaching, and training sessions. Some entities also transitioned to a virtual platform in the wake of COVID-19. Workshops were recorded and offered via digital platforms instead of usual in-person sessions. These sessions were made to educate labor and workforce staff about WIOA services.

Illinois

The State implemented new programs and services to manage the increased volume of pandemic-related employment claims. The State utilized new digital resources such as infographics; notifications via email and text message; multilingual virtual assistances; and translation widgets. These services worked in concert with the State's reemployment program, which shifted to complete remote operation and delivery. The State also developed individualized career service models to assist eligible claimants affected by the pandemic.

New York

The State has partnered with Coursera, an industry leader in virtual learning, to provide a virtual training platform with 4,300 courses from 215 universities and private companies. These courses, and corresponding certificates, allow eligible participants to

rapidly prepare for re-employment while maintaining reduced density in physical workforce training facilities. The State has made a first annual installment of \$2 million of a two-year \$4 million partnership commitment.

Ohio

During PY20, staff at the State's employment services continued offering client support in while teleworking. The staff assisted, primarily, the unemployment office to support the processing of "record volume" claims. The office created a new training service, such as "Job Searching in the Digital Age" to assist clients in searching for employment and help with digital literacy. Locally, employment centers used hybrid approaches (in person and remote) to continue serving customers throughout the pandemic. The hybrid approach included the use of phone calls, email, Microsoft Teams, Zoom, and other digital platforms for workshops and hiring events. The state also provided laptops and webcams to staff and customers for virtual services and orientation sessions and upgraded Wi-Fi and paid subscriptions for qualifying customers. These efforts gave career guidance and facilitated reskilling unemployed workers affected by the COVID-19 pandemic.

Utah

The effects of COVID-19 presented an opportunity to assist dislocated workers by providing over 120 virtual workshops open to any individual impacted by a layoff. The Unit received over 2,400 customer registrations for the various workshops. There were an additional nine virtual workshops presented to specific employers and their staff upon request. As an employer requested assistance for its layoff, Workforce Services responded with two presentations attended by 37 employees. The State-employer collaborative effort to assist affected workers, led to continued interaction with the employer and its employees in need.

Washington

Using a software specialized in hosting several types of events virtually, the State's Veterans and Military Families Program hosted the Employment Security Department's first ever statewide virtual hiring event in coordination with National Hire-A-Vet Day. Jobs for Veterans State Grant-funded staff operated a virtual booth to engage with veteran jobseekers. Just like the in-person outreach days, staff directed veterans to resources available at WorkSource offices across the state, such as the resources available with WIOA.

Wyoming

The State hosted rapid response webinars to connect impacted workers to virtual re-employment and training services such as employer townhalls and job fairs. These services provided information about employment programs' changes due to the pandemic.

*Leveraging the CARES Act***Arkansas**

The State used the CARES Act funds to have Arkansas Workforce Centers comply with CDC guidelines to protect customers and staff from COVID-19 by providing PPE (personal protective equipment) such as facemasks, sanitizers, and health screenings for people physically entering workforce centers.

Mississippi

Mississippi's Legislature apportioned funds from the CARES Act devoted to workforce development and increasing training capacity in 15 community colleges across the state which consisted of on-the-job training services at those colleges.

South Carolina

The State's CARES Act funding supported the Governor's Emergency Education Relief (GEER) Fund. Twelve million dollars of those funds provided scholarships for short-term training programs with SC Technical College System schools. These programs were targeted towards unemployment insurance (UI) claimants to facilitate reemployment through training and reskilling. Additional requirements were waived for UI claimants to increase accessibility for credential attainment.

Utah

The CARES Act funded Utah's Workforce Services which connected employers with workforce development specialists and rapid response services. The specialists were equipped with information on how to assist employers and employees about averting layoffs and accessing available grants and loans for payroll assistance.

States and Territories utilizing Dislocated Workers Grant (DWG) to Address Challenges

Arizona

The State received the DWG to support disaster relief employment for eligible dislocated workers. The \$1,332,000 grant is intended to fund 33 positions in food banks and other programs that provide essential support to individuals impacted by the COVID-19 Pandemic. The Arizona Food Bank Network and Community Action Agencies help unemployed individuals and families secure food, rental assistance, and utility assistance.

California

The State utilized \$12 million for temporary jobs to provide clean up and sanitization of public spaces, to conduct contact tracing, and provide humanitarian aid, and for provision of re-employment services. 745 participants were served as of June 30, 2021.

The State awarded \$12.4 million to assist impacted workers in the leisure and hospitality sectors with hotels, restaurants, tourist attractions, and entertainment venues facing layoffs and closures. Personal care businesses including salons and spas, retail shops, and other public facing businesses were also hit especially hard, affecting self-employed individuals and business owners across the state. 1,524 were served as of June 30, 2021.

Florida

The State utilized its \$40 million award to respond to the disruptions caused by the pandemic. Local workforce development boards around the state provide temporary disaster relief jobs that include food warehousing and distribution; sanitation and security of government and non-profit facilities; and case management to help those affected by the pandemic access needed services and resources. As the labor market recovered, local workforce development boards shifted to providing training and other services to help laid-off workers regain employment.

New York**UI Temporary Staffing**

In PY20, The State's Division of Employment and Workforce Solutions (DEWS) worked with the UI Division to fund the temporary employment of new UI staff. During the pandemic, the State processed over 7.5 million UI customers (including pandemic-specific programs) and made over \$65 billion in payments.

Local Disaster Relief Employment Projects

The State will allocate up to \$5.9 million for awards to LWDBs. These sub-awards will be made to approved LWDB plans, via Notice of Obligation Authority (NOA), that identify local needs and design projects for local disaster relief employment projects. Currently, nine LWDB plans have been received and approved. LWDBs will coordinate with worksite businesses to fund eligible participants as temporary workers in roles including, but not limited to, contact tracing, vaccination work and other humanitarian efforts addressing the COVID-19 disaster at the local level.

Oklahoma

The State used Dislocated Worker Grant funds to expand access for individuals filing for unemployment insurance due to layoffs and closures as a result of the COVID-19 pandemic, and humanitarian relief efforts through a partnership with the Regional Food Bank of Oklahoma. Eligible dislocated workers were provided access to two virtual training platforms through their local workforce boards. The platforms provided industry recognized courses and certificates for the IT industry through CompTIA's A++ program. Metrix Learning provided online learning options for over 200 in-demand occupations and for 10 established Career Pathways.

Two of the local areas identified a need for humanitarian relief. They worked with regional and local partners to minimize the impact of the pandemic on food donation management, meal preparation, warehouse support, distribution, delivery. The COVID-19 pandemic significantly increased the demand on food banks while the safety precautions significantly decreased the population of available volunteers to help meet the need. As a result, the State was able to put individuals into employment opportunities assisting the participants and food banks.

Texas

The State has been awarded over \$39 million in National Dislocated Worker Grants (NDWGs) to provide COVID-19 disaster relief services. These funds have been used to assist local health departments with jobs related to virus response and to support food banks and other humanitarian work. The grant funds aid in the delivery of career services, training, and supportive services, including transportation and supplies, to help facilitate a successful return to work. As of September 2021, these grants have served more than 2,570 Texans, with 525 participants placed in temporary disaster relief employment and 889 participants enrolled in training.

*Training and Technical Assistance***Delaware**

On August 2, 2020, the State created the Rapid Workforce Training and Redeployment Training Initiative to assist Delaware workers and their families who lost jobs and income due to the COVID-19 crisis. In partnership, the State's Department of Labor, Division of Employment and Training, and Delaware Workforce Development Board issued funding opportunities for entities to

compete. These funding opportunities were for short-term training and targeted the areas of healthcare, IT, construction/trades, hospitality/food service, and logistics/transportation. The purpose of the initiative was to engage both unemployed and underemployed Delaware workers and Delaware's business community to: 1) Expand access and capacity for existing certificate and certification programs; 2) Identify additional employers' workforce needs; and 3) Provide targeted training to individuals including job search support and placement.

Florida

CareerSource Florida partnered with the State's Division of Career and Adult Education to identify remote higher education training programs, offered by Florida College System and Florida Technical College System institutions, that would assist Florida's critical economic sectors. This consisted of creating strategies to provide training and staffing for industries and businesses affected by the pandemic. CareerSource offered on-the-job training, internships, and certification training for critical sectors such as hospitality, tourism, logistics, healthcare, and manufacturing.

Mississippi

The Office of Adult Education (OAE) shifted their technical assistance, professional development, and training to virtual platforms such as Zoom and Canvas. OAE created a webinar course, Skill UP, and uploaded recordings online. In Fiscal Year 2020–2021, over 175 hours of professional development were provided reaching around 300 individuals on various topics related to digital literacy, distance learning, career pathways, and more. This helped many individuals adapt to the changes the pandemic brought.

New York

The State allotted a total of \$8 million to 33 LWDBs to provide career, training, and supportive services to eligible Career Center customers impacted by the disaster. Four million dollars were distributed to all 33 LWDBs in December 2020, which generated expenditures of \$529,238 through June 30, 2021. As of June 30, 2021, 195 eligible participants were enrolled and served. An additional \$4 million was allocated in April 2021 to offset the additional expenses incurred through the sudden and sustained increase in demand for services due to the pandemic. These funds were limited to the local areas most severely impacted by COVID or with greatest expressed need.

SECTION II

STATE NARRATIVE EXCERPTS

Alabama

Alabama Department of Labor
Alabama Department of Commerce

Waiver

Waiver Implemented

The State had three waivers in place during PY20:

- 1) Waiver allowing the use of individual training accounts (ITA) for in-school youth, ages 14–21;
- 2) Waiver of the requirement for eligible training providers (ETPs) to collect performance data for all students in a training program; and
- 3) Waiver of the requirement that states and local areas expend 75 percent of all governor's reserve and local area formula youth funds on out-of-school youth (OSY).

Strategies

Waiver allowing the use of ITAs for in-school youth (ISY), ages 14–21

This waiver aimed to serve 100 ISY per year who would not otherwise be eligible for an ITA; help 50 percent of ISY with ITAs earn a credential; and support 45 percent of ISY with ITAs obtain a Measurable Skill Gain.

Waiver of the requirement for ETPs to collect performance data for all students in a training program

This waiver allowed the State to increase the number of providers to the eligible training provider list (ETPL) without collecting performance data for all students. Providers were still required to report performance data for WIOA participants.

Waiver of the requirement that states and local areas expend 75 percent of all governor's reserve and local area formula youth funds on OSY

The waiver allowed the State and local areas to lower the minimum expenditure of funds expended on OSY from 75 percent to 50 percent.

Impact on Performance

Waiver allowing the use of ITAs for ISY, ages 14–21

The waiver allowing the use of ITAs for ISY did not boost participation as expected. During PY20, 17 ISY were enrolled in ITAs. Of these, only two youth enrolled who would not have otherwise been eligible for an ITA. However, both earned a credential and a Measurable Skill Gain. The waiver will continue to be available in PY21.

Waiver of the requirement for ETPs to collect performance data for all students in a training program

This waiver allowed the State to add providers to the ETPL without collecting performance for all students. Training providers were still required to report performance data for WIOA participants.

The State used this on a very limited basis in PY20 and it had little impact on the number of providers on the ETPL. During PY20, the State had 74 providers and approximately 753 separate programs on the ETPL. The previous program year had 64 providers and approximately 754 separate programs. The waiver expired on June 31, 2021, and the State does not plan to reapply for the waiver.

Waiver of the requirement that states and local areas expend 75 percent of all governor's reserve and local area formula youth funds on OSY

The State did not use this waiver during PY20; it will continue to be available during PY21.

Data Validation and Data Integrity

State Approach

No information provided for this section.

Methodology

No information provided for this section.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

During PY20, the State initiated and furthered several new and ongoing process evaluation activities, including:

- Ongoing evaluations of WIOA title I Adult, Dislocated Worker, and Youth program performance
- Evaluation of suitable methods of capturing Employer Penetration Rate
- Analysis of stakeholder and customer feedback
- Fiscal and Programmatic Monitoring and Technical Assistance
- Continuous training for all stakeholders and employees including:
 - State and Local Workforce Board Training

- Administrative and Case Management Training
- Monitoring and Oversight Training

The State outlines all current and planned evaluation activities on the Workforce Development Division website.

During PY20, several efforts to coordinate projects with WIOA, partner agencies, and workforce boards solidified a thoroughly developed working relationship with all required and optional partners and stakeholders to the workforce system. All process evaluation activities detailed above are presented to these partners and boards on at least an annual basis.

Continuous Improvement

In PY20, the State began the development of an Evaluation Design Plan which is set to be completed and implemented during PY21. This Plan will serve as a policy guide and reference for the workforce system using the USDOL definition of evaluation described in WIOA 116(e). This multi-year evaluation plan will focus on Alabama's key and immediate research questions in addition to complying with existing Federal requirements regarding continuous improvement.

Reports

Currently, the State does not make publicly available the evaluation reports developed by the State Reporting Section or the Program Integrity Section. These sections are tasked with the creation, dissemination, and retention of these deliverables. WIOA-alabama.org hosts detailed information on the roles and responsibilities for both sections.

The State's Workforce Development Division's State Reporting Section processes information and/or research requests, compliance reviews, and similar Federal evaluations. Additionally, the Section is responsible for obtaining all requested items, preparing for on-site visits and compliance reviews, developing policy and procedures for evaluation activities, creating/disseminating performance reports, and providing technical assistance.

Customer Satisfaction

State Approach

Since PY17, the State's Career Centers have had a formal standardized customer satisfaction survey for jobseekers and employers.

Methodology

The customer satisfaction survey is a written survey requesting feedback for the individual Career Center that provided services and is included in the *Alabama Career Center System Guide to Customer Services*. Surveys are provided to both employers and individuals seeking workforce-related assistance. Career centers attempt to contact customers to address any issues that are discovered from the surveys.

During PY20, the State received positive feedback from the 4,524 jobseekers responding to the survey. Most respondents, 97.3 percent, considered the services exceptional, while 71.3 percent said the Career Center services were good. Of the 447 employers who responded to the survey, 99.3 percent said the Career Center services “met expectations.”

Continuous Improvement

Each Career Center monitors survey feedback and implements changes, as needed, as part of their continuous improvement plan. Additionally, as part of each Career Center Certification process, goals are established for each Career Center to promote continuous improvement.

For more information, visit:

Reports

State of Alabama Workforce Innovation and Opportunity Act, titles I & III, Program Year 2020 Annual Report (1 Dec. 2021).

Alabama Career Center System Guide to Customer Services. Alabama Career Center System (Nov. 2018).

Links

Alabama Department of Labor

Alabama Department of Commerce

WIOA-Alabama.org

Alaska

Alaska Department of Labor and Workforce Development

Waiver

Waiver Implemented

Alaska's waiver to WIOA Section 107(b) allows the State Board and the Alaska Workforce Investment Board (AWIB) to carry out the roles of a Local Board and effectuate a single regional planning area.

Strategies

The modified role of AWIB and single planning area are essential to offset excessive administrative costs, thwart inconsistencies in services, and improve overall performance in a large state whose small population is nevertheless dispersed over a vast area of economically distinct regions.

Impact on Performance

The State has made significant progress towards the goals outlined in the approved waiver. Functioning as a single regional planning area under one State Board has streamlined the process and timeliness of awarding grants by the elimination of multiple layers of administrative entities, has allowed consistent eligibility standards across the State, and improved both visibility and accountability of workforce investment programs. Operating under the waiver, the AWIB draws representation from all areas of the State and from interest groups such as organized labor, business and industry, state agencies, native organizations, educational institutions, individuals experiencing disabilities, and other relevant groups. Similarly, by ensuring representation on the AWIB, the interests of a wide range of at-risk and priority populations are served, such as veterans, low-income youth and adults, dislocated workers, and rural residents. The AWIB continues to engender local participation and points of view, consulting local elected officials from Alaska's boroughs and cities in regional and statewide planning efforts, and inviting these stakeholders to participate in Regional Advisory Councils. For example, the Workforce Readiness and Employment and Placement Committee provides oversight for training and employment programs that are delivering education and training relevant to local employer needs. Additionally, the waiver allows the AWIB to foster regional collaboration among job centers, educational institutions, labor, and nonprofits, and to work with employers to determine local or regional hiring needs that informs responsive training programs to ensure that sector needs are met, and that all geographic regions are served.

Data Validation and Data Integrity

State Approach

Alaska implemented Data Integrity Policy 07-541 in accordance with TEGL No. 7-18 and TEGL No. 23-19 to cover data integrity, logical validations, standard data validation, monitoring, and the use of quarterly report analyses (QRAs) to ensure data is valid, accurate, reliable, and comparable across programs. The policy is supplemented with data integrity procedures.

Methodology

Data validation is conducted quarterly, concluding by mid-September prior to certification of annual performance reporting, with records selected to ensure that all organizations' records are sampled and validated each year. An annual assessment of the data validation process is conducted within 90 days of the conclusion of fourth-quarter data validation. Revisions to the data validation policy and procedures are considered based on error rates, trends in data accuracy, and identification of issues during monitors.

TEGL No. 23-19, Attachment II, is used without modification for allowable source documentation. Sample sizes are based on readily available population proportion sample size calculators using a 95 percent confidence level, a 50 percent population proportion, and a 15 percent confidence interval. The sampling frame consists of program participants enrolled during the previous 24 months and, if exited, exited during the previous 18 months. Participants are selected using stratified probability sampling, with 75 percent active and 25 percent exited participants selected.

Failure scores are assigned to each data element as follows. Looking at staff notes prevents an element with a high failure rate but low frequency from appearing to have more impact than an element with a lower failure rate but high frequency. A threshold of five is set for highest scrutiny, but all failures are reviewed for process improvement. Validation worksheets identifying failed data elements are sent to case managers. All errors are corrected, and error correction documentation is returned within 30 days of receipt of the validation worksheets. The validation worksheet and error correction documentation including the end result of the correction; steps taken to correct the error; a determination of why the error occurred; and the steps that will be taken to preclude the error from occurring again, are attached to the participant file of corrective actions taken; and records of individualized and system-wide training.

Data integrity reviews consist of local QRA calculations (monthly); comparing local results to the ETA QRA results (quarterly); analysis of local results and QRA results by program managers for alignment with internal expectations and ETA-established targets (monthly); evaluation by data analysts and program managers of feedback provided by ETA (as received); and routine evaluation by management and case managers of participant information for alignment with expectations.

Additional Information

Case managers and staff associated with data entry or validation are provided an annual refresher training that includes an overview of validation results and corrective actions from the previous program year, identification of trends, a summary of the effectiveness assessment, an explanation of any changes to the data validation policy or procedures, and a reinforcement of the importance of their roles in ensuring valid, reliable data. An analysis of records managed by each case manager is reviewed for trends that are unique to that case manager. Policy and procedure changes are included in the annual refresher training, as is case manager feedback. Procedures are reviewed to ensure the case manager has the necessary resources for case management. Process changes made because of the annual refresher training are shared as quickly as possible and included in future training.

The following are maintained in accordance with the department's records retention schedules: electronic copies of data validation records, including frozen quarterly wage records; records of errors, missing data, and other anomalies, along with associated correction documentation; records identifying error rates and trends in common data accuracy issues; records of corrective actions taken; and records of individualized and system-wide training.

Evaluation and Research

Activities and Methodology

Quality Pre-Apprenticeship

During PY20, the State's Division of Employment and Training Services (DETS) laid groundwork to evaluate the effectiveness of quality pre-apprenticeship (QPA) training as more participants complete the courses and gain indenture or employment. During PY21 through PY23, DETS will combine forces with Alaska Works Partnership (AWP) and Research and Analysis (R&A) unit, as well as consult with state and federal offices, apprenticeship providers, employers, and participants to gauge satisfaction with the QPA framework, as well as compare the rate of indenture, employment and wage outcomes of QPA completers with other types of construction training from providers across the state including programs leading to National Center for Construction Education and Research (NCCER) credentials. The results of this study will inform further development and use of the QPA framework in construction and other trades in Alaska.

Reemployment Services and Eligibility Assessment

The State initiated Reemployment Services and Eligibility Assessment (RESEA) evaluation, according to TEGL No. 06-19 requirements, to conduct evidence-based analysis to determine and deploy optimal interventions and service delivery during PY20. DETS RESEA Coordinator worked with the division's Unemployment Insurance (UI) office and with the R&A as the third-party evaluator to establish elements for evaluation including:

- The number of benefit weeks claimed by RESEA claimants compared to non-RESEA claimants;
- The amount of dollars spent against the UI Trust Fund claimed by RESEA claimants compared to non-RESEA claimants;
- Employment rate in the second quarter after completion; and
- Employment retention in the fourth quarter after completion.

RESEA evaluation will continue through PY21 and beyond.

JOBZ Club and S'Cool Store

Since PY18, the State evaluating the effectiveness of JOBZ Club and S'Cool Store in increasing graduation rates and post-school outcomes for students with disabilities. The State's Division of Vocational Rehabilitation reports that it has been extremely successful in providing statewide services to transition age students in urban, rural, and remote locations. This has been

accomplished through partnerships with school districts, specialized pre-employment transition services, community rehabilitation providers, and other organizations that assist with coordinating transportation and enrollment.

Federal Evaluations – National Health Emergency Dislocated Worker Grant

During PY20, the USDOL and Social Policy Research Associates partnered to conduct virtual site visits for evaluation of the State's National Health Emergency (NHE) Dislocated Worker Grant program. All grantees were interviewed to determine grantees' experiences, challenges, and successes. The NHE Coordinator's interview took place in December 2020. In April 2021, evaluators from the State's Chief Evaluation Office shared preliminary information and lessons learned during their site visits and evaluations of the grants over the past year. Webinar participants included grantees, sub-grantees, and regional Federal Project Officers.

Continuous Improvement

The State reviews information and data to evaluate the performance of WIOA programs and assess areas identified for improvement. These measures include quarterly and annual reviews of overall program performance, annual monitoring and data validation of job centers and sub-recipients, measuring effectiveness in serving employers, conducting Wagner-Peyser self-appraisal reviews, engaging participants through customer satisfaction surveys, and actively participating and learning from federal monitor reviews. With a portion of statewide funds set aside by the Governor, the State's Division of Employment and Training Services (DETS) and Alaska Workforce Investment Board (AWIB), through its Assessment and Evaluation committee, partner with the department's Research and Analysis unit (R&A), other State divisions, national, state and local agencies, trade unions and organizations, training providers, and other non-profit and private entities in Alaska to evaluate WIOA program performance via a variety of products and projects. R&A collects national, state, and local data in addition to working with WIOA program leaders and partners to conduct and publish longitudinal studies regarding Alaska's demography and economy as they relate to the workforce, to ensure that the state is on a continuous path of improvement and excellence in providing targeted training and support to the state's employers and jobseekers. R&A's Occupational Database and other proprietary information systems providing participant data and rich labor market information create a platform for deep, long-term evaluation of workforce programs. Examples of work from PY20 include worker residency analysis, new hires/hiring patterns analysis, Technical and Vocational Education Program (TVEP) evaluation, the Training Program Performance Report, COVID-19 impact analysis, wage gap analysis, unemployment insurance claimant analysis, and labor market analysis for other special topics.

Reports

The State published several articles and reports ranging from analyzing UI claims patterns, COVID-19 pandemic and its effects on the State's economy and labor market, to understanding and informing shifts in employment trends and wage outcomes.

Training Program Performance Report (TPPR)

The TPPR report details the employment and earnings for participants of several WIOA training programs in the State. These include Adult, Dislocated Worker, and Youth programs.

Technical and Vocational Education Program (TVEP) Report

This annual report analyzes employment and wage outcomes from TVEP participants. The program distributes training funds to technical and vocational education entities across the State's six economic regions.

Other Reports

- Nonresidents Working in Alaska Report
- New Hires Analysis
- Gender Wage Gap Analysis

Customer Satisfaction

State Approach

The State measures participant customer satisfaction quarterly and has reintroduced employer satisfaction surveys during PY20 to establish baseline results.

Methodology

The State measures participant customer satisfaction quarterly by requesting exited WIOA title I program participants to complete a survey administered through Survey Monkey, with a series of reminders to encourage a maximum rate of return. The participant survey contains eight questions broken into two parts: satisfaction with employment services, including assessments and support services; and satisfaction with training services. Participants are encouraged to submit additional feedback and provide ideas for improvements to the program.

Of the 1,192 participants invited to take the survey during PY20, 173 participants responded, a 14.5 percent response rate and an increase over previous years. The State saw a 13 percent increase in overall satisfaction from the previous year.

Employer satisfaction is measured similarly, using a survey containing five questions related to job orders plus optional additional feedback. The overall employer satisfaction rate for employers that were assisted by job center staff in placing job orders was 83.8 percent. Of the 1,653 invited to take the survey, 288 employers responded for a 17.4 percent response rate.

Continuous Improvement

Measuring customer satisfaction allows the state to better understand the effectiveness of statewide service delivery. Survey results are presented to the AWIB, Alaska State Legislature, DETS program managers, and job center staff to improve services to better meet the needs of businesses and jobseekers.

For more information, visit:

Reports

Annual Report Narrative Program Year 2020 (5 Nov. 2021). Alaska Department of Labor and Workforce Development.

Alaska Training Program Performance for Participants Exiting Programs in State Fiscal Year 2019 (Feb. 2021).

Technical and Vocational Education Program Report (2020).

Kreiger, R., et al (Feb 2022). *Nonresidents Working in Alaska*.

Warren, J. *Pandemic shifted the hiring pattern* [New Hires Analysis]. Alaska Economic Trends Magazine (June 2021), Vol 41, No. 6.

Links

Alaska Department of Labor and Workforce Development

Alaska Economic Trends Magazine

Arizona

Arizona@Work

Arizona Department of Economic Security

Waivers

Waiver Implemented

The State was approved a waiver to allow local areas to provide Individual Training Accounts (ITAs), which has been in place for one program year. The waiver targets in-school youth (ISY) and supports the State's goal of preparing jobseekers and helping them tackle poverty.

Strategies

There are three main strategies that ITAs use to achieve the State's goal:

- Assist a larger number of youths earn industry-recognized credentials that lead to employment;
- Encourage the transition of youths, including those with low-skill levels, to postsecondary education and supporting entry into career pathways; and
- Encourage service providers to support ISY in postsecondary education by issuing an ITA to assist with training costs, thereby facilitating completion of the training program.

Impact on Performance

The waiver has positively impacted program outcomes by increasing the number of participants who have attained a recognized postsecondary credential and made measurable skill gains in the interim. Throughout PY20, local workforce development areas have reported 95 ITAs that were established for ISY. The ITAs helped fund occupational skills training, which leads to various in-demand occupations such as cosmetology, medical assisting, nursing, and others. In addition to its impact on credential attainment and measurable skill gain rates, the waiver is expected to increase the employment rate and median earnings of participants. The State will collect and analyze quantitative information to determine whether, and to what degree, data supports this assertion.

Data Validation and Data Integrity

State Approach

The State completed its data validation policy and procedures for the Adult, Dislocated Worker, and Youth Programs in June 2021. The data validation policy outlines each local workforce development area (LWDA) and the State's responsibilities in

ensuring the integrity and accuracy of data elements reported to the USDOL. It also addresses corrective actions for failure to correct errors; determination of substantial violation and sanction implementation; and record retention.

Methodology

Arizona staff conduct validation for the Adult, Dislocated Worker, and Youth Programs quarterly, as recommended by USDOL, and separately from the annual programmatic monitoring. The frequency of data validation for Employment Service is still to be determined. Data validation will entail the review of source documents for required data elements and will be conducted through the American Job Center system. Participant cases to be reviewed will be randomly selected. The selection will be inclusive of Adult, Dislocated Worker, and Youth participants who (1) are currently receiving services, (2) have exited the programs, and (3) are included in the performance reports. The randomly selected sample of Employment Service cases will be pulled from current and exited participants.

The data validation sample size is determined for the Adult, Dislocated Worker, and Youth Programs using a sample size calculator, with a 95 percent confidence level. To ensure that the sample consists of cases that reflect the distribution of cases statewide, the number of cases pulled from each LWDA will be based on the area's share of participants in that specific program. For instance, if 25 percent of the State's Adult Program participants are from LWDA "AB," 25 percent of the adult data validation sample will be cases from local area "AB." It is noted that the data validation size for each program may change according to validator capacity. The sample size for the Employment Service Program is still to be determined.

Additional Information

Data Corrections

LWDAs will have 20 business days from the date of the monitoring report to respond to and address any anomalies or errors, such as missing or unacceptable source documentation. The program validator will verify the corrections and will send a letter to the local workforce development board chair and director confirming the completion of data validation.

Likewise, Employment Service Program staff must address, and correct anomalies or errors identified in the data validation reports by the deadline provided within the data validation report. If the errors or anomalies are not addressed or corrected by the deadline, corrective actions may be imposed. The program validator will verify and document when the corrections have been successfully completed.

Evaluation and Research

Activities and Methodology

The Arizona Office of Economic Opportunity's Economic Analysis (EA) team analyzed the differences in employment and wage outcomes using data from PY16 to PY19. Key data points used in the analysis included: training participation and completion, occupational training type, local workforce development area, and program type.

According to statewide PY19 data, title I participants who completed training were 20 percent more likely to be employed and made, on average, \$2,301 more in wages per quarter than those who did not complete training. Employment success and wage outcomes among the occupation training types varied, with some occupation training types having substantially better outcomes than others.

Continuous Improvement

The EA team concluded that training dramatically improves employment and wage outcomes regardless of education, age, and other barriers. However, not all training is as effective as others. To help identify the most successful training programs and providers, the EA team is also developing a Statistical Adjustment Model (SAM). The purpose of the SAM for Training Providers is to improve employment and wage outcomes for Arizona. The model examines the differences between the type of training being offered and determines the effectiveness of those training. It takes into consideration the characteristics and barriers of the participants and highlights the training programs with the best training completion rate, credential attainment rate, employment outcome, and wage outcome.

Reports

The focus of the analysis was to provide state and local workforce board members and workforce practitioners with the data tools necessary to make informed decisions about the Arizona@Work system. The EA team developed the Workforce Training Outcomes Tool, which uses the Tableau platform, to show these outcomes to local areas and other workforce stakeholders. The tool expands the use of Arizona@Work performance data to better understand the characteristics of participants in the workforce system (e.g., barriers to employment, education at program entry, and measurable skill gains, etc.), types of training services participants are receiving, and training types that lead to the best employment and wage outcomes.

The performance data available with this tool includes credential results, participant counts, percent of participants employed after exit, median earnings of participants after exit, and WIOA exiter counts. The tool provides workforce partners with the ability to review employment, outcome, and credential metrics by demographic characteristics and allows local areas to view results for the Adult, Youth, and Dislocated Worker programs. Users can also identify trends over time for a specific participant cohort by reviewing employment and wage outcomes by title I and III participant cohorts. As further data is released, this tool will be updated to allow local areas to see how title I and III outcomes compare to the state overall.

Customer Satisfaction

State Approach

The state collects customer satisfaction information from participants, who have exited titles I and III programs during the program year, and from employers, who received services through titles I and III during the same period.

Methodology

Survey questions are sent monthly via telephone, email, or SurveyMonkey to all eligible participants and employers. Participants and employers are asked to rate their satisfaction on a scale of one to ten, one being the lowest and ten the highest level of satisfaction. Survey questions include overall satisfaction with services, whether services met expectations, how services compare to the person's ideal set of skills, and whether Arizona@Work assisted the employer in identifying qualified job applicants (for employers only).

The survey received a high response rate from exited participants of 86 percent (611 of 710 participants surveyed) with an 87 percent satisfaction score based on satisfaction ratings for each survey question or criterion. The response rate for employers was much lower at 48 percent (309 of 642 employers surveyed) with a 79 percent satisfaction score based on satisfaction ratings for the first three survey questions or criteria. 47 percent of employers who responded to the last employer survey criterion (assistance in identifying qualified applicants) expressed satisfaction with the number of qualified applicants they received.

Continuous Improvement

The State shares survey results with LWDA's to be analyzed and used to improve service delivery. The results are intended to be part of the State's and of each local area's continuous improvement process, to guide customer service delivery and staff professional development. The State's business services team also uses the monthly survey results to identify and address any issues related to serving employers. In addition to the statewide surveys described above, each local workforce development area develops its own tools to assess jobseeker and employer satisfaction with the local one-stop delivery system. Most local areas utilize surveys to assess jobseeker and employer satisfaction, and the results are reported to their respective local workforce development boards by the one-stop operator. The State reviews these customer satisfaction tools during the job center certification process. For continuous improvement efforts, local workforce development boards must describe goals and plans for improvement for three measures used to determine the effectiveness of the job centers, which is also reviewed as part of the job center certification process.

For more information, visit:

Reports

Workforce Innovation and Opportunity Act (WIOA) Annual Statewide Performance Report Narrative for titles I and III, Program Year 2020 (30 Nov. 2021).

Arizona@Work Workforce Training Outcomes Tool.

Links

Arizona@Work

Arizona Department of Economic Security

Arkansas

Arkansas Division of Workforce Services

Waiver

Waiver Implemented

In May 2020, the State received conditional approval for four WIOA title I waivers:

- 1) Waiver of the obligation of eligible training providers (ETPs) to collect performance data on all students in a training program. This waiver has since expired.
- 2) Waiver to allow the State to lower the local area and statewide reserve out-of-school youth (OSY) expenditure requirement to 50 percent. This waiver has since expired.
- 3) Waiver to increase on-the-job-training (OJT) reimbursement up to 90 percent for businesses with 50 or fewer employees.
- 4) Waiver to allow flexibility in the use of funds reserved by the Governor to provide disaster relief as permitted under Dislocated Worker Grants (DWGs) for disaster relief, including temporary work.

Strategies

The State identified the following strategies for the approved waivers:

Waiver of the obligation of ETPs to collect performance data on all students in a training program

Moving forward, the State will leverage the annual Arkansas Economic Security Report to assist in providing information related to all students' performance, including non-WIOA clients. Additionally, Arkansas began implementing a new system, AJL ProviderLink, to assist in the collection of performance data. In early 2021, the State's IT system contractor deployed a new reporting system, Tableau, to assist in establishing a baseline of performance data.

Waiver to allow the State to lower the local area and statewide reserve OSY expenditure requirement to 50 percent

The State issued operational guidance on how local areas can implement this waiver. To date, two local areas have moved forward with establishing lower limits against PY20 funds but have not yet implemented the change. Due to the impact COVID-19 had on in-school youth (ISY) and OSY activities, these local areas were unable to fully utilize this waiver. At the time of writing, the State planned to request this waiver be extended to PY21 and PY22 funds.

Waiver to increase OJT reimbursement up to 90 percent for businesses with 50 or fewer employees

While the State issued operational guidance on how local areas can implement this waiver, local areas have not had an opportunity to do so as this strategy was severely hampered by COVID-19.

Waiver to allow flexibility in the use of funds reserved by the Governor to provide disaster relief as permitted under DWGs for disaster relief, including temporary work

This waiver was granted without the flexibility to refund statewide under title I after a pending DWG was granted. Although there was one disaster under which the state might have been able to fund the activities earlier, the projected budget for statewide had already been reduced due to increased activities in COVID-19 related Rapid Response. The State will continue to request this waiver, but as currently approved, will only be well positioned to utilize it when the State's Fund Utilization Rate is low at the same time a disaster is declared. This is the only scenario where the State has the available budget to incur additional costs. The State will request reconsideration regarding the refund of Statewide funds. Pre-award costs can be approved by a Federal Awarding Agency, so there is a basis for authority to grant such a waiver, especially considering the standard "efficient and timely performance of the scope of work" stated in 2 CFR 200.458 for granting such waivers.

Impact on Performance

Arkansas identified the following performance impacts for the approved waivers:

Waiver to allow the State to lower the local area and statewide reserve OSY expenditure requirement to 50 percent

The State experienced an increase in the percentage of ISY served, compared to the total number of youths served from 20 percent in PY19, to 27 percent in PY20. Additionally, the Median Earnings and Credential Rate for ISY improved in PY20, when compared to PY19.

Waiver to increase OJT reimbursement up to 90 percent for businesses with 50 or fewer employees

The State hopes to gauge the benefits of the waiver better through the current end date of June 30, 2022, and will consider an extension request.

Data Validation and Data Integrity

State Approach

Arkansas' approach to data validation has been formalized to ensure data integrity is an ongoing priority.

Methodology

Quarterly data element validation is conducted to ensure the data elements and participant records are accurate to maintain system integrity, ensure completeness of data and to identify and correct specific issues associated with the reporting process. According to TEGL No. 7-18 and TEGL No. 23-19, updated data validation checklist templates have been developed and staff training completed. This process includes quarterly reviews to monitor for data errors, missing data, out-of-range values, and anomalies. Although the State utilized a manual sampling process during PY20, Arkansas is working with their data management system contractor to develop mechanized sampling method which will become available in PY21.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

Arkansas' system evaluation included a Local Integration Study, which included three of the State's Local Workforce Development Areas (LWDAs). The study included sampling, staff interviews and report case studies on the effectiveness of identifying and closing skills gaps. WIOA title I and title III participants case files in these three workforce areas were reviewed to determine if the participants may have been eligible to receive services from other partner programs. The results of these reviews found that a range of 2.5 percent co-enrollment to a high of 16.6 percent, with an overall co-enrollment average of 7.34 percent. This is not the optimum rate of co-enrollment. Additionally, leadership from each of the three local workforce areas were interviewed to identify partner programs that collaborate with the workforce centers. The number of partner programs ranged from 36 in one local area to only 10 in another local area. The discrepancy in these numbers is significant and it is the opinion of the evaluators that other potential partner programs are available in some of these LWDAs. Referral procedures are in place for these workforce areas as all reported that referrals are received via email and telephone, as an alternative when necessary. The availability of training opportunities is a concern as there appears to be an insufficient number to meet the needs of the workforce customer base. Finally, skills gaps identification demonstrated significant differences among the centers. While two of the workforce areas are heavily engaged in addressing skills gaps in their regions, more work is needed.

Continuous Improvement

No information provided for this section.

Reports

The University of Arkansas Counselor Education Program and the University of Arkansas Walton School of Business completed a comprehensive evaluation of the State's workforce system.

Customer Satisfaction

Arkansas' system evaluation included customer satisfaction surveys of both program participants and businesses, conducted and completed by the University of Arkansas Counselor Education Program and the University of Arkansas Walton School of Business.

Methodology

No information provided for this section.

Continuous Improvement

Based on the responses to the customer survey, evaluators recommended additional customer service training for all local workforce development staff.

Many of the business customer respondents brought up the difficulty of posting job openings through the online job bank and the lack of interaction between their businesses and workforce center staff. Due to this feedback, evaluators recommended a more proactive relationship with employers to have the most accurate information about job openings and employers' needs.

For more information, visit:

Reports

Workforce Innovation and Opportunity Act (WIOA) Title I and Title III, Annual Statewide Performance Report, Program Year 2020.

Williams, B., et al (16 June 2021). *Workforce Innovation and Opportunity Act Systems Evaluation, Skills Gap Analysis and Customer Service Assessment*. University of Arkansas, College of Education & Health Professions.

Links

Arkansas Division of Workforce Services

California

California Workforce Development Board

Waiver

Waiver Implemented

The State requested to waive the obligation of eligible training providers (ETPs) to collect and report on the performance data of all students in a training program. The waiver was approved by USDOL through July 7, 2021.

Additional Waivers

During PY20, the State requested five additional waivers. Of the five, USDOL approved the following three, effective July 1, 2021:

- 1) Waiver of WIOA Section 134(d)(5) – This waiver allows up to 30 percent of WIOA title I Adult and Dislocated Worker local formula funds to be used for the provision of transitional jobs.
- 2) Waiver of WIOA Section 134(c)(3)(H)(i) – This waiver allows up to a 90 percent reimbursement of on-the-job training (OJT) costs for businesses with 50 or fewer employees.
- 3) Waiver of WIOA Section 129(a)(4)(A) – This waiver allows the State and Local Boards to decrease the federal 75 percent out-of-school youth (OSY) expenditure requirement to 50 percent to increase the allowable expenditures for serving in-school youth (ISY) at risk for disengagement.

Strategies

The State has continued to collect performance data for WIOA students and report that information in the ETP Annual Report (ETA 9171). To ensure compliance with provider and program eligibility requirements outlined in TEGL No. 08-19, the State identified employment/placement rate as the factor related to the WIOA primary indicators of performance for consideration when determining initial eligibility and continued eligibility for training programs. Since TEGL No. 08-19 provides states the responsibility for determining the details of how they will decide continued ETP eligibility, the State leveraged the California Bureau of Private Postsecondary Education's (BPPE) Annual Report that provides performance outcomes on all students. This process enabled the state to reduce the reporting burden on training providers while still utilizing performance on all students as a factor when analyzing the program's initial and continued eligibility to be on the eligible training provider list (ETPL).

The state requested five WIOA waivers from the USDOL during PY20 to provide Local Boards with additional flexibility when assisting individuals affected by the COVID-19 pandemic. The State established an application process for Local Boards to access the USDOL approved waivers. As part of the application process, Local Boards were required to outline how each of the waivers would impact their participants, community, and service delivery. They were also required to provide their own projected programmatic outcomes so the State could track their progress via CalJOBS.

Impact on Performance

To ensure the State can report all students in the annual ETP Report for PY21, the State's Management Information System, CalJOBS, was updated to be able to capture, maintain and report on all student data, and the State issued an updated ETPL Policies and Procedures Directive. This guidance requires providers to provide the State with the data required to be reported in the ETP Annual Report as part of their continued eligibility review.

Data Validation and Data Integrity*State Approach*

Data validation activities are sorted into two categories: (1) data element validation (DEV); and (2) data integrity practices. For PY20, the DEV process expanded to include the Trade Adjustment Act, Jobs for Veterans State Grants, and National Dislocated Worker Grants, in addition to WIOA title I Adult, Dislocated Worker, and Youth, and Wagner-Peyser core programs.

Methodology

For DEV, the State's Economic Development Department (EDD) utilized the CalJOBS Participant Individual Record Layout (PIRL) Data Sampling tool to identify participant records. The PIRL Data Sampling tool utilizes the data submitted to USDOL via the most recent complete quarter's certified PIRL file to randomly pull sample files for DEV. The State's DEV process includes data for both active program participants, as well as participants who exited with reported outcomes.

The sample size was calculated using a confidence level of 95 percent and a confidence interval of 15. When determining the sample size, EDD will utilize each program's participant levels for the corresponding program year. To facilitate the collection of program files, program staff were provided the list of CalJOBS State IDs (unique identifier) included in their sample a minimum of ten business days prior to DEV being conducted.

For each program participant, an applicable data element is scored as pass or fail for validation. If a participant's file is unable to be located, or the source documentation is illegible, all applicable data elements will be listed as a "fail."

For data integrity, CalJOBS is strategically designed to assist with the reduction of data errors throughout the completion of the program application and program participation. Examples of this include:

- Notifications that prevent staff from moving forward with data entry until missing or contradictory values are corrected.
- Limitations on duration for activity codes to prevent program applications from being inadvertently left open.
- Restrictions on the timeframe for staff to add and/or edit data.
- Lockdown of program application after 90 days if enrollment did not occur.

- Automated exit of program applications after 90 days of no participant level services, and no service is planned.
- Duplication reduced based on use of social security number as unique identifier.

Additional Information

The EDD Program Reporting and Analysis Unit (PRAU) works with program staff to help them understand the system reports, so staff are able to analyze the data and ensure it is entered into CalJOBS accurately. Additionally, the PRAU reviews program data for errors, missing data, out-of-range values, and anomalies on an ongoing basis. Examples of this include:

- Quarterly Reviews
 - Correction of data errors identified by USDOL Workforce Integrated Performance System.
 - Review and correction of data associated to the USDOL Quarterly Report Analysis reports.
 - Identification of potentially inaccurate data, such as long periods of program participation, trends in exit dates being at the end of the quarter, training activities without an O*NET code and/or associated credential, and contradictory values.
 - Review and correction of data associated to the USDOL Trade Adjustment Act Data Integrity (TAADI) Self-Check Tool.
- Ongoing Reviews
 - Processing of Data Change Request (DCR) forms. For more information on the DCR process, please see WSD 18-02: Data Change Request Form Procedure.
 - Modification and creation of new business rules in CalJOBS to assist with reduction of data entry errors.

The PRAU is responsible for maintaining records of data validation results and activities in accordance with federal regulations, including retention of the following:

- DCRs received their approval status and reason for denial, if applicable.
- The DEV worksheets with each data element identified as pass or fail loaded into the CalJOBS PIRL Data Sampling Tool.
- A copy of the DEV feedback provided to the program.
- USDOL QRA and analysis comments.
- Audit logs in CalJOBS that documents updates to data.
- USDOL TAADI Self-check tool, and analysis of data needed to be corrected.
- Documentation of technical assistance provided.

Training on DEV requirements will be provided by the EDD Statewide Training Unit to all program staff on an annual basis. In addition, a recording of the training will be made available so it can be revisited by staff or used as a tool during onboarding new staff. The DEV training will be reviewed and updated annually, as needed.

Evaluation and Research

The California Workforce Development Board (CWDB) is engaged in an extensive assessment of the different state and federal programs it oversees. Typically, the program assessment is either conducted by (a) external third-party evaluators or (b) CWDB research specialists. For each program assessment conducted by a third-party evaluator, a CWDB research specialist acts as a conduit for data collection, research design, and outcome specifications between the third-party evaluator, CWDB leadership, and relevant program staff.

Activities and Methodology

America's Job Center of California (AJCC) (1 Nov. 2020–30 Apr. 2022)

The AJCC evaluation is a mixed-methods evaluation of the statewide AJCC system, focused on identifying determinants of success for participants in the title I Adult and Dislocated Worker program. The quantitative evaluation utilizes participant service data from 2016 to 2020, while the qualitative evaluation relies on in-depth case studies (interviews and focus groups with staff, local leaders, and participants) based on a sample of Local Boards that has been selected for diversity of service approaches, economic and geographic conditions, and outcomes. The set of interventions considered includes: AJCC service delivery model type; the political jurisdiction in which a Local Board sits; relative expenditures on service and non-service costs; and the mix of services offered.

Breaking Barriers to Employment Initiative (AB 1111) (1 Apr. 2020– 31 May 2022)

The third-party evaluation primarily investigates how well the Initiative was implemented. Research questions include: (1) how well did the Initiative recruit individuals with significant barriers to employment; (2) how well did the Initiative help individuals transition into the broader workforce and education systems; and (3) how well did the Initiative promote sustainable partnerships between local workforce boards and community-based organizations? All three research questions will be analyzed with a mixed-methods approach that employs both quantitative and qualitative methods. Data sources include administrative data, a survey of service providers, and interviews with service providers.

CAAL-Skills Impact Study (1 Mar. 2019–30 June 2022)

The evaluation by the California Policy Lab from the University of California measures impacts from 11 California workforce programs (WIOA and non-WIOA) on participant employment and earnings outcomes for individuals enrolled in services in state fiscal years 2014–2015 and 2015–2016. The non-experimental model, which relies on matching training recipients to a similar-at-entry population of non-trainees (in most cases, from the Wagner-Peyser program), allows researchers to reliably isolate impacts from the training received. Results of the evaluation include a finding that training through the title I Adult and Dislocated Worker program produces statistically significant and economically meaningful positive impacts on employment and earnings.

Education Stabilization Fund – Reimagine Workforce Preparation (ESF-RWP) (1 Apr. 2020– 31 May 2023)

The CWDB applied and received a grant from the U.S. Department of Education for further development and implementation of High Road Training Partnerships and High Road Construction Careers. Five partnerships at the local or regional levels were awarded grants. As part of the assessment, grantees must collect information on all credentials and competencies achieved as a result of funding under this program publicly accessible through the use of linked open data formats that support full transparency and interoperability.

Other Activities and Methodology

- High Road Training Partnerships (H RTP) (1 Apr. 2021–31 Mar. 2023)/High Road Construction Careers (HRCC) (1 Sept. 2020–31 Aug. 2022)
- Prison to Employment (P2E) Initiative (1 Jan. 2021—30 June 2023)
- Regional Plan Implementation (RPI) 3.0 (1 May 2020–31 Mar. 2022)
- Regional Plan Implementation (RPI) 4.0 (1 Apr. 2021–20 Feb. 2023)

Continuous Improvement

The CWDB Research and Evaluation Team has recently been completing interim and final reports for CWDB grants and programs mandated by state and federal legislation. It is anticipated that the CWDB Research and Evaluation Team will be engaged in bringing program evaluation in-house. Moreover, the CWDB Research and Evaluation Team is beginning to develop a common evaluation framework to assess the collective impact of all CWDB grants and programs. Whether the assessment is conducted by third-party evaluators or by CWDB research specialists, the general approach taken to answer research questions is to undertake both quantitative and qualitative analyses, applying the most appropriate research design using a mixed-methods statistical approach that involves a combination of in-depth interviews, surveys, document analysis, and inferential statistics.

Reports

CAAL-Skills Workforce Metrics Dashboard Report

The CAAL-Skills Workforce Metrics Dashboard Report presents descriptive statistics for 11 California workforce programs (WIOA and non-WIOA) for individuals enrolled during state fiscal years 2014–2015 and 2015–2016. For each program, metrics reported include: (1) program and service enrollments, exits, and completions cross-tabulated with participant demographic characteristics and geographic location served; and (2) employment outcomes presented with the same bases of disaggregation.

CAAL-Skills Impact Study

A revised draft of the evaluation report *CAAL-Skills: Study of Workforce Programs in California* was produced in July 2021 and submitted to the CWDB and data-sharing partners, incorporating CWDB input on the first draft. Between August and early September 2021, researchers from the California Policy Lab presented findings to each of the 11 CAAL-Skills partner programs.

A finalized version of the report is currently being drafted, to be accompanied by a series of policy briefs intended for a generalist audience.

Regional Plan Implementation (RPI)

The Corporation for a Skilled Workforce (CSW) completed and submitted the *2.0 Evaluation Report* to the CWDB. The evaluation was conducted by using a synthesis and analysis of the qualitative data collected through a mixed-method approach to develop recommendations on how to support regions and ensure connection between regional strategic thinking and local service delivery.

Customer Satisfaction

State Approach

The State collects data on customer satisfaction with efforts to help them return to work, satisfaction with the job search process, and satisfaction with America's Job Center of California (AJCC) services.

Methodology

The State utilizes three methods to assess customer satisfaction, as outlined below, and follows the Workforce Services Customer Survey Methodology. Additionally, the CWDB competitively procured an evaluator who is currently evaluating California's AJCC system. The evaluation will be completed in 2022.

1. A state-level customer satisfaction survey is completed annually on randomly-selected jobseekers through CalJOBS. Due to the COVID-19 pandemic, EDD did not conduct the customer satisfaction survey in 2020.
2. State performance measures include evaluating effectiveness in serving employers, employer satisfaction, retention of jobseekers hired by employers, and the number of repeat business customers, as described in WSD 19-03: Performance Guidance. These measures are designed to comprehensively gauge how well the State is serving employers and are calculated from data from the core programs and aggregated to produce one state-level figure.
3. The AJCC Certification Process includes three customer satisfaction indicators aimed at measuring satisfaction of AJCC partners, employers, and jobseekers. WSD 20-08: AJCC Comprehensive and Affiliate/Specialized Certification includes certification requirements for local AJCCs to meet and attain certification of their AJCC system. Methods for assessing are submitted by local AJCCs for the following indicators:
 - The AJCC actively supports the One-Stop system through effective partnerships.
 - The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.
 - The AJCC achieves business results through data-driven continuous improvement.

Continuous Improvement

WSD 20-08 AJCC Comprehensive and Affiliate/Specialized Certification requires an assessment of the AJCC system and continuous improvement plan. The certification criteria include data from employers and jobseekers to improve the AJCC system. Once the AJCC Certification Indicator Assessment is completed, the Local Board must use the recommendations and evaluations from the assessment to create a continuous improvement plan for the AJCC. Since Local Boards oversee the AJCC system within the local workforce development area, the AJCC Continuous Improvement Plan should follow agreed upon goals and objectives within the established Regional and Local Plans and memorandums of understanding to drive continuous improvement for the AJCC system. Since the goal is for Local Boards to work with each of their comprehensive and affiliate/specialized AJCCs to continually improve and progress within each AJCC Certification Indicator, all Local Boards must attest to developing the Continuous Improvement Plan with target dates with the AJCC.

For more information, visit:

Reports

Results Achieved Under the Workforce Innovation and Opportunity Act (WIOA), Program Year 2020.

Rothstein, J., et al (forthcoming). *CAAL-Skills: Study of Workforce Programs in California*.

2.0 Evaluation Report. Corporation for a Skilled Workforce (Dec. 2020).

Links

California Workforce Development Board

Colorado

Colorado Workforce Development Council

Waivers

Waiver Implemented

In the 2020 State Plan submission, the State received approval for:

- 1) Waiver of the requirement for eligible training providers (ETPs) to collect performance data for all students in a training program.

The State also received approval for the following time-limited waivers as COVID-19 pandemic policy relief:

- 2) Allow local areas to increase on-the-job training (OJT) employer reimbursement up to 90 percent of the wage rate.
- 3) Allow local areas to reserve more than 20 percent of Adult and Dislocated Worker funds for incumbent worker training (IWT).
- 4) Allow local areas to adjust the six-month employment requirement for incumbent worker training.

Lastly, the State received conditional approval for:

- 5) Waiver to allow the ability to change youth expenditures from 75 percent out-of-school youth (OSY)/25 percent in-school youth (ISY) to 50 percent OSY/50 percent ISY for PY20 funds at the state and local levels.

Strategies

Waiver of the requirement for ETPs to collect performance data for all students in a training program

The State anticipated that waiving the obligation of ETPs to collect performance data on all students would result in improved consumer choice, i.e., additional training providers on the eligible training provider list (ETPL) and increased variety in types of providers.

Allow the ability to change youth expenditures from 75 percent OSY/25 percent ISY to 50 percent OSY/50 percent ISY for PY20 funds at the state and local levels

The waiver was approved for implementation in the Tri-County local area (Adams, Arapahoe, and Douglas Counties). Tri-County aims at utilizing the waiver in PY21 to target ISY with drop-out prevention services.

Impact on Performance

Waiver of the requirement for ETPs to collect performance data for all students in a training program

As a result of the waiver, new training providers were added to the ETPL. The number of providers increased to 31 in PY20, up from 29 in PY19. There were no notable changes in the types of providers from PY19 to PY20.

The July 2021 waiver is projected to increase ISY in the local area by remaining enrolled or graduating from high school. For both OSY and ISY, the local area projects an increase in the credential attainment of 69 percent, an increase over the PY20 projected target of 67 percent for all youth.

Data Validation and Data Integrity

State Approach

After review by the USDOL, Colorado has updated and reissued two Policy Guidance Letters (PGLs). MIS-2020-03: Data Integrity and the Participation Cycle for WIOA and TAA Programs includes common exit policy. MIS-2020-02: Data Validation for WIOA and TAA Programs includes written procedures, regular training, monitoring protocols, review of program data, documentation, and regular assessment.

Methodology

No information provided for this section.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

During PY20, the State contracted with Northern Illinois University (NIU), Center for Government Studies (CGS), to evaluate the impact of WIOA title I training and supportive services investments on training completions and training-related employment. Evaluators used a two-phase sequential mixed method design approach.

During Phase 1 (quantitative analysis), evaluators used PY17 Adult, Dislocated Worker and Youth data from the Colorado Department of Labor and Employment's (CDLE) case management system, Connecting Colorado, in alignment with a recent state audit regarding return on training and supportive services investments.

During Phase 2 (qualitative analysis), evaluators gathered and synthesized data from focus group interviews in the 10 local areas identified. Local teams interviewed primarily consisted of program and case management staff who had collected and entered the relevant data.

Continuous Improvement

For PY21, CDLE continues to contract with NIU to build upon initial findings to provide a deeper understanding of the effectiveness of workforce programs and build the evaluation capacity of state and local personnel. Evaluators work with state level staff and local workforce areas to implement the evaluation approach laid out in the supplemental evaluation tool. The

objectives of implementing the evaluation approach are to: a) Identify promising practices that result in better outcomes for program participants; and b) Improve the capacity of state and local workforce area personnel to conduct independent evaluations.

Local evaluator staff in the ten local areas will be trained on using the quantitative methodology of the evaluation tool. The local evaluators will work with NIU to analyze recent data and identify outcomes leading to promising practices. The data will provide demographics of WIOA participants and identify groups of people who underperform compared to the highest performing group, showing a disproportionate impact. Local evaluator staff will also be trained on the application of the disproportionate impact analysis. A qualitative analysis will be conducted using a focus group approach, with local areas asking staff to identify promising practices. A final report, including findings and recommendations to CDLE leadership and their workforce directors, will be released in June 2022.

Reports

NIU's final evaluation report, *Training Placement and Outcomes in Colorado Workforce Areas*, identifies best practices in each local area and incorporates recommendations to improve training-related placement outcomes for WIOA title I programs. Along with the evaluation report, NIU developed the evaluation tool, *A Guide to the Quantitative and Qualitative Evaluation of WIOA Programs*, for state and local areas to independently evaluate outcomes of WIOA programs, with an increased emphasis on serving barriered populations and service delivery to improve programs.

Customer Satisfaction

State Approach

The State leveraged several of its assets to track satisfaction from employers and jobseekers.

Methodology

Employer Satisfaction

Adult, Dislocated Worker, Youth, Wagner-Peyser Act – Workforce Development Programs

Through the Statewide Business Services Alignment initiative, local business services staff identified 11 staff-assisted business services available to all business customers. Businesses receiving any of the core services are automatically emailed a customer satisfaction survey. The standardized questions asked on each survey result in metrics that provide staff with valuable information that can be utilized to address issues with their service provisions and create an open feedback loop that supports continuous improvement.

Division of Vocational Rehabilitation (DVR)

As a means of measuring customer satisfaction among business customers, the State's Business Relations Unit (BRU) has an established customer satisfaction process designed to gather feedback across five key satisfaction measures: timely and

courteous service; information or service met my needs; BRU staff member was knowledgeable on the topic; overall satisfaction; and likeliness to seek services from the BRU again.

Customers/Jobseekers Satisfaction

Adult, Dislocated Worker, Youth, Wagner-Peyser Act – Workforce Development Programs

During PY20, local areas in Colorado conducted independent jobseeker customer satisfaction surveys by using locally determined survey questions and methodologies. Use of surveys was limited due to the closure of offices during the COVID-19 pandemic. Surveys that were used were primarily focused on customer satisfaction with virtual workshops rather than overall program services or workforce center experiences. In addition, due to variations in methodologies, survey results were not comparable across local areas.

The Office of Adult Education Initiatives

Title II Adult Education programs have not collected learner satisfaction data in a standardized way. Some programs reported delivering periodic paper surveys with learners to better understand how programming could better meet their needs. Other programs reported conducting exit interviews with learners to identify strengths and weaknesses in the support provided to learners to reach their goals. The Office of Adult Education Initiatives is working with adult education programs to collect feedback on a statewide standardized process for collecting learner satisfaction data in the future.

Division of Vocational Rehabilitation (DVR)

DVR makes a customer satisfaction survey available to all customers as well as employers, vendors, and other stakeholders interacting with DVR staff. DVR leadership monitors survey responses and uses the information gathered to identify opportunities to improve the experience of all customers.

Continuous Improvement

Employer Satisfaction

Adult, Dislocated Worker, Youth, Wagner-Peyser Act – Workforce Development Programs

The State offers a report of outcomes (on demand) and works in conjunction with a business services report that shows the volume of business activities and highlights the placement rate achieved by businesses in workforce center supported efforts.

The Office of Adult Education Initiatives

Title II Adult Education programs did not collect employer satisfaction data in PY20 or prior years. Most allowable activities under title II funds are customer-facing services rather than employer-facing services. With WIOA's additional emphasis on employment outcomes and as the role of adult education programs within Colorado's talent development system grows, direct contact with employers is increasing. The State's Office of Adult Education Initiatives is working with adult education programs to collect feedback on a statewide standardized process for collecting employer satisfaction data in the future.

Customers/Jobseekers Satisfaction

Adult, Dislocated Worker, Youth, Wagner-Peyser Act – Workforce Development Programs

During PY21, CDLE plans to identify state-level resources and work with local service providers to establish a consistent methodology for jobseeker satisfaction surveys going forward.

Division of Vocational Rehabilitation, Colorado Department of Labor and Employment.

Additionally, DVR's State Rehabilitation Council (SRC) completed a comprehensive customer satisfaction survey in the fall of 2020, with most respondents indicating satisfaction with their overall experience with DVR. The SRC intends to repeat the survey annually to further support DVR's ability to focus on improving the customer experience.

The Office of Adult Education Initiatives

The Office is working with adult education programs to collect feedback on a statewide standardized process for collecting learner satisfaction data in the future.

For more information, visit:

[*Reports*](#)

Colorado PY20 WIOA Annual Report, Program Year 2020 Report on Talent Development Activities Funded through the Workforce Innovation and Opportunity Act.

Richard, B. & Clark, Y.J. (2021). *Training Placement and Outcomes in Colorado Workforce Areas: A Sequential Mixed-Methods Evaluation*. Northern Illinois University-Center for Governmental Studies.

[*Links*](#)

Colorado Workforce Development Council

Evaluation Tool: *A Guide to the Quantitative and Qualitative Evaluation of WIOA Programs*. Northern Illinois University-Center for Governmental Studies.

Connecticut

Connecticut Department of Labor
Governor's Workforce Council Connecticut

Waiver

Waiver Implemented

No information provided for this section.

Strategies

No information provided for this section.

Impact on Performance

No information provided for this section.

Data Validation and Data Integrity

State Approach

The State's WIOA Administration Unit staff provides guidance to workforce development boards staff, conducts data validation, evaluates program activities for compliance with USDOL and state policies, and is available for consultation on program-related matters.

Methodology

No information provided for this section.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

The State conducted compliance monitoring at all five regional workforce development boards (WDBs) in 2020–2021. In response to the COVID-19 pandemic and resulting health guidelines and restrictions, compliance reviews for PY20 were conducted remotely.

The annual WIOA compliance monitoring included a financial management review, which consisted of financial reporting, cost allocation methodology, case management, allowable costs, payroll controls, audit requirements, procurement, and property controls. In addition, WIOA active participant files were sampled and reviewed for eligibility verification for Adults, Dislocated

Workers, and Youth in all five areas. Overall, monitoring results for PY20 demonstrated that the five WDBs were generally in compliance with federal and state administrative requirements. At the close of PY20, WDBs were working toward resolution of their compliance review findings. All five WDBs made continuous improvements during the year by updating or adding policies and procedures.

Continuous Improvement

The State produces the “Higher Education/Workforce Legislative Report Card” (LRC) which includes an online tool. The LRC reports employment by industry and average wages of recent graduates of Connecticut’s public colleges and universities. Also included are demographic information and results by program of study.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

The State utilized SurveyMonkey to gather customer satisfaction information from participants and employers.

Methodology

Participant satisfaction surveys contained feedback questions relating to the services received from staff at the American Job Centers.

Employer surveys were available through a combination of sources. The State’s WIOA webpage hosts an employer survey powered by SurveyMonkey. In addition, the State’s virtual one-stop delivery system, CTHires, includes an option for employer feedback.

Continuous Improvement

No information provided for this section.

For more information, visit:

Reports

Workforce Innovation and Opportunity Act, Annual Report, Program Year 2020 (Dec. 2021).

Links

Connecticut Department of Labor

Governor’s Workforce Council Connecticut

LRC Online Tool

Delaware

Delaware Workforce Development Board

Waiver

Waiver Implemented

During PY20, Delaware had one active waiver: Eligible Training Provider Performance Reporting for Non-WIOA Participants. This waiver waives the requirement that Individual Training Account (ITA) providers report on all students.

Strategies

The State is working to align the Eligible Training Provider List (ETPL) with 14 designated career Pathways. Aligning the ETPL with Pathways entails recruitment of new training providers. Many potential and current providers hesitate at joining or expanding their presence on the ETPL due to onerous tracking and reporting requirements. Waiving the requirement that ITA providers report on all students aids in recruiting and retaining quality providers.

Impact on Performance

The individuals impacted by the waiver are Delaware jobseekers, American's Job Center staff, DWDB staff, and training providers. Outcomes from the waiver include:

- Recruitment of new providers and programs.
- Improved assessments of provider performance.
- Greater accuracy relative to consumer choice as prospective WIOA students.
- Employer participation in WIOA customized training programs and the benefit of a labor pool with marketable skills.

Relieves the burden on training providers to ensure a robust ETPL that facilitates consumer choice.

Data Validation and Data Integrity

State Approach

No information provided for this section.

Methodology

No information provided for this section.

Additional Information

No additional information provided for this section.

Evaluation and Research*Activities and Methodology*

The Delaware Workforce Development Board (DWDB) received the Statewide Planning Grant to analyze the needs of persistent poverty communities and formulate strategies to decrease disparities between those communities and more prosperous areas. Working with partners, the board seeks to conduct a statewide skills assessment and analysis to identify workforce development and training needs based on employer demand. The DWDB will also analyze state innovation and entrepreneurship assets including mechanisms to access capital and equity financing to support business development and expansion and gaps in access to capital for underserved rural and urban communities. The State has defined these areas of emphasis as Promise Communities. Working with United Way of Delaware, the DWDB has identified 17 Promise Community zip codes which are areas of multi-generational poverty. Promise Communities are defined as those under-served communities in which: 28.9 percent of children live in poverty; 44.9 percent of residents are considered low-income; 37.3 percent of the children are proficient in reading by 3rd grade; 18.2 percent of the population 25 and over have a high school diploma; 10 percent are unemployed; and 66.5 percent receive some form of public assistance.

Continuous Improvement

The DWDB will use data from the following projects to develop a holistic strategic plan to bolster regional economic activity and increase the number of Delawareans in unsubsidized employment. The projects will take 21 months.

1. Commission several detailed statewide labor force studies with special emphasis on the Promise Communities. These studies will quantify several factors, such as unemployment, underemployment, commute time, current and desired occupations, common workplace barriers, and more.
2. Contract for an analysis of employer needs in or adjacent to the Promise Community zip codes, including projected hiring needs for the next 5–10 years and necessary skills for those hiring needs.
3. Conduct a statewide skills assessment, with special emphasis on the 17 Promise Community zip codes.
4. Determine the delta between employer needs and jobseeker skills and employment interests in Promise Communities.
5. Commission a gap analysis of wrap around services and service providers in and around the Promise Communities.
6. Commission an entrepreneurial resource study for underserved communities.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

No information provided for this section.

Methodology

No information provided for this section.

Continuous Improvement

No information provided for this section.

For more information, visit:

Reports

Delaware's Annual Report PY 2020.

Division of Employment and Training PY20 Annual Report (see Attachment 1, pp. 25–28).

Monthly Labor Review June 2021 (July 2021).

DWDB (Dec. 2020). *Strategic Operating Framework*. TIP Strategies Inc.

Links

Delaware Workforce Development Board

District of Columbia

District of Columbia Department of Employment Services

Waiver

Waiver Implemented

The District did not have any approved waivers in PY20.

Strategies

Not applicable.

Impact on Performance

Not applicable.

Data Validation and Data Integrity

State Approach

The District requires that the WIOA programs use the DCNetworks system to upload or scan participant documents upon receipt for data validation purposes. Moving to an electronic process eliminated the need to maintain paper documents while allowing the validation process to be conducted remotely, accurately, and, if necessary, more frequently than in previous program years. The District has a process to ensure that all eligibility documentation and performance outcomes are entered in DCNetworks prior to the end of the applicable program year.

Methodology

The District pulls a sample of participant data contained in the WIOA performance measures. The District performs annual data validation on the 24 common data elements listed in TEGL No. 7-18.

Additional Information

The District conducted staff training during the annual validation process on what, why, and how data validation works. At the conclusion of each year, the District assesses the data validation process to ensure it is working as intended and makes revisions as needed.

Evaluation and Research

Activities and Methodology

The District did not perform any evaluation activities in PY20.

Continuous Improvement

Not applicable.

Reports

Not applicable.

Customer Satisfaction

State Approach

The Customer Navigation Center (CNC)

The CNC is a centralized communications unit that provides efficiency for the District's Department of Employment Services (DOES) customer service initiatives. The CNC has proved to become an important customer service cornerstone for the DOES and has expanded to include several DOES programs with plans to onboard more. CNC's goal is to work at a capacity that supports its customer service standards and act as both tertiary support for agency programs—taking calls and answering general information, as well as secondary and primary support—taking and entering participant information into secured systems with the ability to provide detailed information regarding participant intake.

Ask the Director

One of the agency's comprehensive customer satisfaction feedback tools is the DOES "Ask the Director" feature accessible through does.dc.gov. Through this feature, customers can send questions, concerns, and comments directly to the Director of DOES. Within the DOES "Ask the Director" web page, customers may leave their contact information for follow up and may choose from a wide array of subjects, as well as tailor a message to suit their specific interests or needs. The customer is notified by the agency of any actions and/or outcomes directly related to the inquiry or comment. All resulting determinations are thoroughly evaluated so that customer concerns are addressed, and programmatic enhancements are made, as needed, based upon the feedback provided. Additionally, some feedback and inquiries are received through the District's "Ask the Mayor" portal—similar to the "Ask the Director" tool with a broader scale and customer reach.

Internal-Facing Customer Service

In addition to external-facing customer service, the District values internal-facing customer service to employees as well.

- **The Oracle:** In July 2017, the agency introduced an internal newsletter, Daily Dispatch, to the DOES staff. The newsletter was designed to be an invaluable mouthpiece for internal stakeholders throughout the agency. The resulting content is a 360-view of what is going on in and around DOES.
- **Customer Service Employee Surveys:** Internal polls and surveys offer insight on how the agency can improve employee morale, provide continued support for its employees, and ensure employees are engaged in work performance. As a result, internal customer care will extend to external quality external customer service.

- DOES Intranet: Revamped in FY18, the benefits of the agency's internal website include a one-stop shop for important agency information that includes, but not limited to: policies and procedures, program overviews, staff directory, communication and technology help desk request portals, and daily agency- and District-wide workforce news and twitter updates.
- Employee Recognition: The DOES intranet also maintains an employee recognition section to spotlight agency employees and boost staff morale. Employees of the agency can submit a nomination through the intranet and learn more about the employees being recognized.

Methodology

No information provided for this section.

Continuous Improvement

Ask the Director

DOES leadership relies on the collection and thorough review of customer feedback to effectively address and improve programmatic processes, procedures, and outcomes, as well as service delivery strategies agency wide. Once feedback is received by the Director, it is forwarded to the appropriate manager within the appropriate division for review, clarification, and comment to be sent back to the Director within 48 hours or two business days, under normal circumstances. Corrective actions, if necessary, are finalized and implemented.

For more information, visit:

Reports

PY2020 Workforce Innovation and Opportunity Act, Annual Report.

Links

District of Columbia Department of Employment Services

Florida

CareerSource Florida

Florida Department of Economic Opportunity

Waivers

Waiver Implemented

No information provided for this section.

Strategies

No information provided for this section.

Impact on Performance

No information provided for this section.

Data Validation and Data Integrity

State Approach

The State's data validation strategy includes a periodic evaluation of monitoring protocols to ensure data integrity and promote timely resolution of data inaccuracies.

Methodology

Florida's data validation strategy includes a periodic evaluation of monitoring protocols to ensure data integrity and promote timely resolution of data inaccuracies. The State does this by regularly reviewing and validating records; checking the accuracy of management information system records and comparing key entries made by local workforce development board (LWDB) staff against original source documents. Annually, 1,200 participant records from the State's 24 LWDBs are randomly selected for review in the validation process. The process includes a regular review for errors, missing data and out-of-range values, and performance integrity and accountability of system data and wage information. The pass or fail of the record is determined by whether the records match.

Additional Information

Documentation of missing and/or erroneous data identified during the review process must be addressed by the LWDBs in the form of a corrective action plan.

Evaluation and Research

Activities and Methodology

CareerSource Florida participates in research with the State's Department of Education, Division of Career and Adult Education on the Career and Technical Education (CTE) Data Quality Initiative grant. The State's goal is to ensure the ability of its workforce education system to meet the needs of its economy and the future of labor demand through data-driven decision making.

As Florida was hit by the COVID-19 pandemic and employers and employees faced challenges, the State saw an increase in independent work. A multidisciplinary workgroup provided critical information for the CareerSource Florida *Gig Economy Resource Guide* and the CareerSource Florida Gig Economy Dashboard. The *Gig Economy Resource Guide* provides a comprehensive overview of resources available to Florida's gig workers and businesses engaged in the gig economy. The CareerSource Florida Gig Economy Dashboard helps gig workers and businesses view gig economy activity in Florida at the state, local workforce development area and county levels. This dashboard summarizes data from national sources including the U.S. Census Bureau and the Internal Revenue Service and provides an analysis of the pre-pandemic growth of gig work in Florida by county and industry.

Continuous Improvement

The research from the Data Quality Initiative grant will lead to the development of a process to collect system-wide data for measuring quality work-based learning opportunities in the technical college and state college systems.

Reports

Career Ladder Identifier and Financial Forecaster Dashboard

The Federal Reserve Bank of Atlanta (Atlanta Fed) developed an interactive tool called the Career Ladder Identifier and Financial Forecaster (CLIFF) Dashboard, which depicts wages along select career pathways and indicates barriers presented by benefits cliffs. In PY20, the Atlanta Fed completed development of a Florida-specific CLIFF Dashboard aligned to the statewide demand occupations identified by the Department of Economic Opportunity. A pilot launch with a representative sample of local workforce development boards is planned for PY21.

Additionally, CareerSource Florida partnered with the Federal Reserve Bank of Atlanta in an initiative to study low-income families' financial incentives for career advancement. A central goal of this initiative is to understand how benefits cliffs impede career advancement and to employ the Atlanta Fed's research in the identification of informed solutions. CareerSource Florida is among the first workforce systems nationally to explore the implications of gig work and entrepreneurship. The resulting study, *The Gig Economy and Florida's Workforce System*, synthesizes the results of the research to understand the gig economy and the potential workforce, educational, and economic development implications for the State.

Customer Satisfaction

State Approach

The State uses a customer service survey to assess the experience of jobseekers and businesses in using the State's workforce management information system, Employ Florida.

Methodology

Integrated in the Employ Florida system, the survey consists of seven questions. The department utilizes these survey results as well as feedback from case managers to identify and implement features that improve the customer experience of Employ Florida.

During PY20, the State received 7,740 completed surveys, from which it identified that most users the workforce management information system as jobseekers (84%) and 93 percent of them sought employment or career planning. Approximately 44 percent of the respondents reported no challenges in finding information on Employflorida.com, 47 percent of the respondents reported no challenges in understanding information on the system, while roughly 50 percent of the respondents rated their overall experience as good or excellent.

Continuous Improvement

No information provided for this section.

For more information, visit:

Report

Workforce Innovation and Opportunity Act, Annual Statewide Performance Report, Program Year 2021–2022 [sic].

The Gig Economy and Florida's Workforce System. CareerSource Florida and Cambridge Systematics (Jan. 2020).

The Gig Economy – Resource Guide. CareerSource Florida and Cambridge Systematics.

Links

Employ Florida

Florida's Gig Economy Dashboard. CareerSource

Georgia

WorkSource Georgia (The Technical College System of Georgia's Office Workforce Development)
Georgia Department of Labor

Waivers

Waiver Implemented

The State has an approved Youth Expenditure Waiver that lowered the expenditure requirement to spend at least 75 percent of funding on the out-of-school (OSY) population to 50 percent for both statewide and local activities. This waiver is currently approved until June 2022.

Strategies

The waiver provides local workforce development areas (LWDAs) with the flexibility to respond to the needs of the in-school youth (ISY) as the 75 percent of funding expenditure requirement on OSY limits the ISY programming throughout the State. Under the 75 percent requirement, fewer Georgians were given the opportunity to participate in ISY programming.

Impact on Performance

The waiver provided the LWDAs with much needed flexibility to support ISY programming under the limitations generated by COVID-19. During this program year, the school system was limited to provide ISY through on-line instruction only for most of the educational year. Therefore, ISY were not receiving the traditional array of supports. As a response to this need, LWDAs developed creative strategies to support ISY programming through virtual services (e.g., virtual job shadowing, virtual work experience, among other services). This resulted in ISY receiving much needed additional supports to assist them in preparation for, and successful transition into, the workforce.

Since the approval of the OSY waiver, some local areas continue to take advantage of the flexibility offered by the waiver. However, a few of the State's local areas did not feel comfortable utilizing the waiver, thus they expressed no need for changing their programmatic structure to fit the flexibility of the expenditure requirement afforded by the waiver. With the waiver only being approved for a short period of time and the need to continually request waiver approval, several LWDAs expressed concern about restructuring their Youth program models to serve more ISY, as they could potentially be forced to revert to their previous models if the waiver were not extended again in future years. If the OSY waiver is extended further and for a longer period, OWD expects to see even more local areas taking part in expanding ISY programming in the future.

Data Validation and Data Integrity

State Approach

The State's WIOA title I programs do not have any unique measures or goals outside of the mandated common measures. The State's WIOA title I programs did not have performance deficiencies for PY20 and exceeded performance goals despite the COVID-19 pandemic and reduced funding.

Methodology

An annual data validation review was conducted utilizing a statistical sampling of participant files in the Adult, Dislocated Worker, Youth and National Dislocated Worker Grant programs. A five percent sample size was used which resulted in a total of 7,512 elements for review. In addition to the review, staff conducted a virtual training session on data validation and will take the lessons learned from the most recent review and apply them to future trainings.

Additional Information

Common Exit Policy

With guidance from USDOL, the State defined Common Exit for USDOL-administered programs only as: A "common exit" occurs when a participant who is enrolled in multiple USDOL-administered partner programs has not received services from any USDOL-administered program to which the common exit policy applies for at least 90 days and no future services are planned. Georgia recognizes that a common exit policy must include: WIOA title I Adult, WIOA title I Dislocated Worker, WIOA title I Youth, and WIOA title III Employment Service.

Evaluation and Research

Activities and Methodology

My Next Move - Assessment Tool

This O*Net based tool assists participants in learning more about career options through the O*NET Interest Profiler and offers personalized career suggestions based on a person's interests and level of work experience. Georgia will implement this assessment as part of an evaluation process to determine if it will increase re-employment outcomes while reducing the number of weeks for which program participants receive unemployment compensation and the amounts associated. Georgia's evaluation will comparatively focus on a treatment group and a control group.

Continuous Improvement

The overall effectiveness of the WIOA title I services provided by the workforce development system is conducted through the annual monitoring review of the nineteen local workforce development agencies. The State utilizes annual monitoring to inform technical assistance and training offerings throughout the year and ensures that local workforce development areas (LWDAs) maintain up-to-date, compliant services delivery structures and practices.

The State's evaluation process includes several review protocols to assess workforce activities both at the structural level to ensure effective systems and policies are in place, as well as at the individual level to ensure programs and services are being appropriately delivered to participants.

Reports

Labor Market Information Analyses

The State produced and disseminated industry and occupational employment projections and conducted and published relevant economic analyses and economic studies. This included statewide two-year (2020–2022) short-term industry/occupational projections and statewide and sub-state 10-year (2018–2028) long-term industry/occupational projections. The division disseminated projections data including Georgia Jobs—Short-term Employment Projections; Georgia Workforce—Long-term Employment Trends; Georgia Area Workforce Trends (for each of Georgia's 19 LWDA's); Georgia Hot Careers; Georgia Science Technology Engineering and Math (STEM) Careers; and Licensed and Certified Occupations in Georgia.

Economic analyses conducted included customer defined labor-shed analyses, workforce area and workforce commuting analyses, detailed commuting reports and summary commuting Infographic reports, standardized industry analysis reports, wage studies, trend analysis reports, and other customer requested data research projects in support of the economic development needs of a wide array of workforce system stakeholders. Labor shed analyses are designed to provide special focus on centralized areas about the supply and demand of employment, skills transferability, basic education requirements, occupational staffing, and a wide variety of wage options.

Customer Satisfaction

State Approach

The State directly engaged PY20 WIOA participants with a customer satisfaction survey. Overall, participants indicated satisfaction with the LWDA's Career Center.

Methodology

The State disseminated the customer satisfaction survey directly to participants via email. The customer satisfaction survey asked six questions with three response options (poor, adequate or exceptional) for each. An average of 357 participants responded to each question. The participants expressed the highest satisfaction (79.2%) in the likeliness of recommending others to the LWDA's Career Center, while others offered additional feedback by highlighting the role and contributions of staff members that provided exceptional service during their participation.

The six questions included:

1. How well did your experience with the Career Center meet your expectations?
2. How satisfied are you with how the Career Center's services helped you meet your personal short-term goals?

3. How likely, if eligible, would you be to use the Career Center's services again?
4. How likely are you to recommend the Career Center's services to others?
5. How would you rate your overall experience with the Career Center?
6. Is there any one at your Career Center who provided exceptional service about whom you would like to share your experience?

Continuous Improvement

No information provided for this section.

For more information, visit:

Reports

State of Georgia PY20 WIOA Annual Narrative Report.

Links

WorkSource Georgia (The Technical College System of Georgia's Office Workforce Development)

Georgia Department of Labor

Assessment Tool: My Next Move (O*NET Interest Profiler)

Hawaii

State of Hawaii Department of Labor and Industrial Relations

Waiver

Waiver Implemented

The State was granted a waiver of the obligation of eligible training providers (ETPs) to report performance data on all students in a training program at WIOA Sections 116(d)(4)(A) and 122 and 20 CFR 677.230(a)(4) and (5) and 20 CFR 680.430(b)(5). The waiver was granted in September 2020 and was approved through June 30, 2021.

Strategies

The waiver was requested since the State's largest provider, the University of Hawaii, requested time to implement their reporting system. To implement the reporting process, the Workforce Development Council (WDC) worked with the State's Electronic Data Processing Systems Office to set up a secure File Transfer Protocol (FTP) site. This electronic system of transferring the ETP Reporting Tool provides security to protect personally identifiable information. WDC staff wrote a user's guide to provide instructions to the ETPs on entering student data in the ETP Reporting Tool and transferring the completed ETP Reporting Tool.

Impact on Performance

The waiver allowed the State to report only WIOA participants rather than all students in the providers' programs. The performance outcomes affected were a comparison of performance by WIOA participants and the non-WIOA students. Also affected was the ability to publish provider information which would assist in customer choice. WDC added a new ETP module to its current participant management information system, HireNet Hawaii to assist with the overall management of the ETP list. Data transfer was started in PY20 and continues. Once the transfer is completed activated features will allow for better tracking capability and wage matching.

Data Validation and Data Integrity

State Approach

The State conducted data validation (DV) of the WIOA program outcomes for PY20 in August 2021. DV procedures were updated with *WIOA Bulletin No. 29-19, Change 2*, and the *Standard Operating Procedures (SOP) Manual*. These documents supersede the previous bulletin and manual of May 9, 2019. In updating the DV procedures, the State created clear procedures that included the methodology of gathering a randomized sample based on active versus exited participants, divided by local areas, and programs, better ensuring a sample that may be better extrapolated to the general populace. While the procedures factor in manpower and time (a critical aspect of DV for a small state such as Hawaii), great attention to the eligibility and performance outcomes created a foundation to better assess quality assurance of all WIOA programs.

Methodology

Procedures included notification of the WDD Offices and LWDBs who supplied the physical participant case files. The electronic printouts of participant records from HNH were reviewed against the physical participant case file and a review file checklist. Counts of appropriate documentation and matches between electronic printouts and physical files were taken for each participant in the random sample. Once the average percentages of fails were calculated, a qualitative analysis was done which went into a narrative of a report sent to WDD and LWDB offices. Once reviewed the offices would make corrections and then respond to the report. The error threshold for both missing source documentation and failed data elements is set at 10 percent with a standard deviation of 5 percent. The actual tolerated error rate was set within the range of 5 percent and 15 percent. Error rates ranged from 11.3 percent to 67 percent, with the wide variance likely due to small samples in some local areas, as well as differing procedures surrounding case management and data entry in the State labor Management Information System (MIS) system (HNH). DV results and errors were captured as PDFs and will be kept for a minimum of three years in line with federal records retention policy. Ongoing data entry control and monitoring protocols will consist of program monitoring using the ETA Core Monitoring guide, periodic source documentation and data accuracy training for local area and provider program staff. Follow-up training for local staff will be conducted in January 2021.

PY20 DV covered WIOA titles I and III programs plus Jobs for Veterans State Grants (JVSG), Trade Adjustment Assistance (TAA), Dislocated Workers Grants (DWG), and National Dislocated Worker Grants (NDWG) programs. Local boards and American Job Centers responded to the reports (except for Maui's AJC), confirmed corrections, or requested extensions. The trend in responses across the State were requests for additional training and technical assistance on the DV process and commitment to implement internal quality assurance procedures. Requests also included the need for clarification of the wage data collection process with UI as well as a request for HNH features and modules to be added, improved, or turned on to ease initial eligibility determinations and ongoing case management tasks. Data validation will be performed by local areas and at AJCs on a quarterly basis internally going forward.

Additional Information

Scheduled for July 2022, the State's administrative office will conduct annual DV of programs prior to certifying PY21 outcomes.

Evaluation and Research*Activities and Methodology*

The State completed the following research and evaluation projects via the WDC, its committees, and at times, in collaboration with the Research & Statistics Office:

American Job Center Customer Satisfaction Study

The State contracted Ward Research to conduct a customer satisfaction study using surveys to measure level of satisfaction, perceived value and usefulness of the AJC services, and learn how the AJCs are serving the needs of employers and jobseekers (see Customer Satisfaction section).

Understanding the On-demand Workforce

The Research, Economic Analysis Division (READ) of State's Economic Development and Tourism has contracted and is working with Anthology, a local research firm to survey both Hawaii employers and employees to address business readiness and household appetite for remote work. Surveys are being conducted through a random sample of employers and employees (Employers n=1,600; Employees n=4,700). Matches will be conducted using this data and the established wage match process.

Statewide Digital Literacy and Readiness Survey

The State, in partnership with Omnitrak, created a Workforce Resiliency Initiative (WRI) to help lead Hawaii's economy towards recovery and resiliency. The National Skills Coalition estimates that 30 percent of the U.S. workforce lacks basic, fundamental computer skills. In Hawaii, that is roughly 200,000 people who are struggling with day-to-day computer tasks. One core aspect of the WRI is ensuring that everyone in our workforce is digitally literate, ready, and capable.

Other evaluation and research projects include:

- Statewide evaluation of ETPs;
- Statewide evaluation of service providers; and
- Gig economy HireNet survey.

Continuous Improvement

No Information provided for this section.

Reports

- American Job Center Customer Satisfaction Study.
- On-Demand Economy Survey: Characteristics of Hawai'i Residents Who Worked in the Gig Economy.

Customer Satisfaction

State Approach

The State contracted Ward Research to conduct a customer satisfaction study using surveys to measure the following:

- The level of satisfaction of the AJC's key customers while also identifying strengths, weaknesses, and gaps in workforce system programs and operations;
- The perceived value and usefulness of the AJC services while also identifying strengths, weaknesses, and gaps in workforce system programs and operations; and
- Learn how the AJCs are serving the needs of employers and jobseekers.

To meet these objectives, Ward Research conducted surveys among the following groups: jobseekers who had previously used AJC's services within the last three years; employers who had previously used AJC's services within the last three years; and AJC staff. A fourth group, among walk-in visitors at the AJC, was planned but was cancelled due to concerns relating to the COVID-19 pandemic.

[Methodology](#)

Ward Research conducted a telephone survey among Hawaii jobseekers who used AJC services and programs during the last three years. The Workforce Development Council (WDC) provided a database of 912 jobseekers who met these criteria to Ward Research. From that list, 155 jobseekers completed the survey, from June 11 through July 3, 2020, for a maximum sampling error of +/-7.8 percent.

Ward Research developed the survey instrument and the WDC reviewed it. Prior to data collection, WDC mailed an alert postcard to the jobseekers in the database. The survey lasted, on average, approximately 12 minutes. All interviews were conducted from the Ward Research Calling Center in downtown Honolulu, between 4:30 p.m. and 8:30 p.m. on weeknights and 10:00 a.m. and 6:00 p.m. on weekends. Data processing was accomplished using SPSS. Final data were weighted by county to better reflect the actual jobseeker population.

[Continuous Improvement](#)

These surveys showed that there was high satisfaction among jobseekers, however, moderate satisfaction among employers. Ongoing methods to track customer service continue in each AJC with comment boxes and the use of satisfaction questionnaires. Results are always used to determine the needs of participants and inform any improvements.

Published in September 2020, the *American Job Center Customer Satisfaction Study* report expands on the findings and recommendations.

For more information, visit:

[Reports](#)

WIOA Title I and III Annual Statewide Performance Report Narrative, PY 2020 Annual Narrative Report (1 Dec. 2021).

American Job Center Customer Satisfaction Study. Ward Research Inc.

Liou, W. (Jan. 2021). *On-Demand Economy Survey: Characteristics of Hawai'i Residents Who Worked in the Gig Economy*.

[Links](#)

State of Hawaii Department of Labor and Industrial Relations

Idaho

Idaho Workforce Development Council
Idaho Department of Labor

Waiver

Waiver Implemented

The State has one waiver currently in effect as part of the 2020–2023 WIOA Combined State Plan, the waiver to allow the state board to act as the local board. This waiver has been in effect since PY05, when the Governor of the State consolidated the six workforce development areas at the time into two local areas. These two areas entered into an agreement, which is still in place, to have the State function as a single statewide planning area. By requesting the waiver to have the State Workforce Development Council (the WIOA State Board) conduct the functions of the local board, Idaho has been able to reduce its overall state and local administrative costs, which its governors have supported since the waiver's initial implementation. This move has become even more important since WIOA imposed increased reporting and administrative requirements upon states considering the significant funding reductions the State has faced since 2012.

Strategies

The primary goal is to reduce administrative costs and maximize the available money directed to career and training services, including work-based learning, and services to business and jobseekers. The eventual programmatic outcome results in service to a larger number of participants than would otherwise be served due to higher administrative costs. To maximize resources available for service delivery, the State continues to use the flexibility of this waiver to allow the Workforce Development Council to serve as the local workforce board.

Impact on Performance

When initially implemented, this move saved the State WIA program \$1,482,788 by removing the required maintenance of six local areas throughout the State. These former administrative funds have been utilized as program funds, allowing for more participants to be served which permits the State to maintain service levels despite funding cuts over the years. In today's dollars, the costs easily translate to a programmatic infusion of \$2,099,963 which, in 2021, amounts to just over 33.1 percent of the State's total WIOA title IB allotment from USDOL for PY20.

The single statewide planning structure helps reduce annual overhead, emphasizing spending program funds towards direct training and support of businesses and participants. By strengthening administrative oversight and accountability processes, it has helped significantly in eliminating administrative deficiencies over the years that may have resulted in disallowed costs.

Data Validation and Data Integrity

State Approach

As a recipient of USDOL-ETA program funding, the State is required to maintain and report accurate and reliable program and financial information. USDOL data validation standards, which consists of two separate functions: report validation (RV) and data element validation (DEV), require the State to ascertain the validity, accuracy and reliability of report and participant record data submitted to USDOL-ETA.

Methodology

The State conducted its DEV for PY20 under the data validation policy it developed with WIOA guidelines in mind. The State's Workforce Administration staff completed its data validation efforts using selected samples from: WIOA title I-B core programs, including Adult, Dislocated Workers, and Youth programs; the National Dislocated Worker Grant, Wagner-Peyser; Jobs for Veterans State Grant; and Trade Act programs. Participant data reported in the PIRL were reviewed for accuracy and verified the presence of required source documentation. Please refer to Appendix B – *Idaho Data Validation Policy* in the State's Annual Report Narrative to review DEV policy.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

In the spring of 2021, several WIOA core partners participated in the Evaluation Peer Learning Cohort 4 (EvalPLC). This project served as an interactive technical assistance forum, comprised of cross-agency representatives from up to six state teams representing core WIOA programs, which collaborated and developed capstone projects (e.g., research design for a specific project, statement of work for a request for proposal for an evaluation, state evaluation action plan) to support the development and implementation of their state and/or local research and evaluations.

Continuous Improvement

As a result of this project, Idaho WIOA titles I, III, and IV examined and analyzed current evaluation processes and research conducted within each program. With guidance from the EvalPLC project, the team developed research questions related to improving the enrollment process within each agency and identifying next steps for creating a standardization of the enrollment process to inform best practice and training for career planners and frontline staff to ensure comprehensive services for all WIOA participants. In addition to the EvalPLC project, the Idaho Department of Labor developed and administered an evaluation to gain insight and inform effective training for career planners that included a two-fold process: 1) an Annual Customer Satisfaction Assessment; and 2) a WIOA Career Planner Survey.

Reports

No information provided for this section

Customer Satisfaction

State Approach

Annual Customer Satisfaction Assessment

As part of the One-Stop certification process, Idaho has implemented an ongoing survey process which combines Equal Employment Opportunity (EEO) and Customer Satisfaction.

WIOA Career Planner Survey

Two of the six goals listed in the State's 2020–2024 Strategic Plan are 1) Increase Customer Service Focus; and 2) Employee Investment, Development and Retention. Those goals, coupled with the State's desire to continuously improve upon its delivery of services to Idahoans, prompted the State to begin the task of assessing ways to improve WIOA Career Planner staff training. During the COVID-19 pandemic, the State was forced to quickly shift away from its standard model of onboarding and training WIOA career planners to a virtual/remote model. Idaho initially sought to understand the effectiveness of training new career planners during the pandemic and use that information to identify and close gaps in knowledge or technical abilities. However, it was later determined that assessing all WIOA staff, regardless of tenure, would provide a more robust pool of responses, and would highlight areas where even seasoned career planners might benefit from additional program training.

Methodology

Annual Customer Satisfaction Assessment

Upon exit from WIOA, participants receive a link to an online survey (SurveyMonkey) from their WIOA career planners. Participation in the survey is voluntary and is designed to gather information about One-Stop center accessibility and customer satisfaction. The form provides for and encourages feedback about programs and services.

WIOA Career Planner Survey

The project began in May 2021 by reviewing anecdotal interview responses provided by nine career planners with less than two years of experience in 2019, with a focus on highlighting the effectiveness of current training methods and identifying similar skill gaps. Then, the Administrative Entity collaborated with the State's Research and Analysis (R&A) division to conduct a confidential survey, using a combination of Likert Scale, open-ended, and simple "yes/no" questions. The R&A division formalized the survey into an online survey tool. The planned distribution of this survey to career planners is the fall of 2021. The responses to the confidential survey are in the process of being reviewed and tabulated.

Continuous Improvement

Annual Customer Satisfaction Assessment

See *WIOA Career Planner Survey*.

WIOA Career Planner Survey

The State will focus on identifying common themes and identify training priorities. The evaluation results will be used to assess training needs and develop a plan for delivery. In addition, the State will cooperate in providing data, responding to surveys, and allowing timely site visits, at the state and local level, as requested for evaluations conducted by USDOL and/or for continuous improvement strategies utilizing results from studies and evidence-based practices evaluated began.

For more information, visit:

[Reports](#)

Workforce Innovation and Opportunity Act, Annual Report Narrative PY2020.

[Links](#)

Idaho Workforce Development Council

Idaho Department of Labor

Illinois

Illinois Workforce Innovation Board

Illinois Department of Commerce and Economic Opportunity

Waivers

Waiver Implemented

The State submitted a series of waivers, three standalone and five that were part of the 2020 Unified State Plan.

Unified State Plan Waivers

- 1) Allows eligible training providers (ETPs) to not collect performance data on all students in a training program.
- 2) Allows out-of-school youth (OSY) expenditures to be reduced to 50 percent of youth allocation.
- 3) Allows a local workforce area to be included in more than one planning region.
- 4) Allows the use of Individual Training Accounts (ITAs) for in-school youth (ISY).
- 5) Adjusts the six-month employment requirement for incumbent worker training (IWT).

Standalone Waivers

6. Increases the employer reimbursement rate for on-the-job training (OJT).
7. Increase the expenditure limit for transitional jobs.
8. Allows rapid response statewide funds to be used for disaster relief employment.

Strategies

Adjusts the six-month employment requirement for IWT

IWT is work-based training and upskilling designed to ensure that employees of a company can acquire the skills necessary to retain employment and advance within the company, or to acquire the skills necessary to avert a layoff. The State was awarded a waiver to amend the definition of “incumbent worker” by adjusting the six-month employment requirement.

Allows a local workforce area to be included in more than one planning region

The State’s Continuous Improvement Committee is responsible for ensuring the waiver’s specific goals and outcomes are realized. Outcomes of the waiver will continue to be reported in future WIOA Annual Reports. The waiver’s intent is not to impose an unviable mandate on local CEOs and workforce boards unable to restructure their county alignment.

Increase the employer reimbursement rate for on-the-job training (OJT)

OJT is a proven model for providing individual customers with information, instruction and training needed to meet the unique

needs of the business that prepared them to be retained upon successful completion. The State implemented a sliding reimbursement scale to the employer based on its size and capability. Under this waiver, employers with 50 or less employees would be reimbursed up to 90 percent, those with between 51 and 250 employees up to 75 percent reimbursement and all other employers up to the statutory limit of 50 percent.

Increase the expenditure limit for transitional jobs

Increasing the allowable amount local areas can allocate toward transitional jobs will support these efforts and offer maximum local flexibility to meet locally determined demand for using transitional jobs as an employment strategy.

Impact on Performance

Adjust the six-month employment requirement for IWT

Even though this waiver was approved during the COVID-19 pandemic, 12 employers trained 22 workers in projects where more than half of the workers were with the company less than six months.

Allows a local workforce area to be included in more than one planning region

The waiver's projected outcome is to avoid creating a dysfunctional and disorganized environment that would ultimately negatively impact service delivery and customer outcomes if realignment were forced on local CEOs.

Allow eligible training providers to not collect performance data on all students in a training program

Under the current waiver, the State has improved consumer choice by increasing the number of reportable training providers over the past two program years by an average of 10 percent annually and the number of training programs by an average of almost 8 percent annually.

Allow ITAs for ISY

Through PY20, 17 of the State's 22 local workforce areas, spread across 8 of 10 economic development regions, enrolled ISY into ITAs, indicating a broad geographic use of the waiver. The number of students enrolled in ITAs has increased over 12 percent since the inception of the waiver.

Allow rapid response statewide funds to be used for disaster relief employment

The rapid response disaster and emergency waiver has allowed the State and local areas to respond to disasters using readily available state rapid response funds and assist laid off workers with obtaining temporary disaster recovery employment as well as permanent employment. To date, three local workforce innovation boards have received an award under this waiver and provided disaster recovery employment at four disaster worksites.

Increase the employer reimbursement rate for OJT

As a result of this waiver, the number of OJT placements (including those in apprenticeships) has steadily increased, and the number of unique OJT employer worksites is projected to increase almost 20 percent from the previous program year. Additionally, most of the OJT placements have been in the manufacturing sector.

Increase the expenditure limit for transitional jobs

Since the inception of the waiver, two local workforce innovation boards have provided transitional job services to 23 adult participants through three employers.

Out-of-school expenditures reduction to 50 percent

As a result of this waiver, the number of ISY served remained steady even though there were major impacts on schools and providers during the COVID-19 pandemic. Conversely, the total number of OSY served during this timeframe, including those going into occupational or pre-apprenticeship training, has decreased, which further bolsters the need for the reduction in expenditures for that group from 75 percent to 50 percent. Performance accountability outcomes for overall WIOA Youth (including both ISY and OSY) are projected to slightly decrease or remain steady for the majority of the WIOA Youth performance indicators. However, at the time of submission of the State's performance report narrative, the effects of the pandemic on registrant numbers and performance have yet to be fully realized.

Data Validation and Data Integrity

State Approach

The State continued to develop and pilot a WIOA Performance and Data Validation system per Section 116 of WIOA. The Illinois Performance Accountability and Transparency System (IPATS) was created to be a universal platform where data extracted from existing WIOA systems can be uploaded and interacted with through graphics, lists, and maps to monitor and assess existing performance accountability indicators and performance reporting requirements.

The system was initially developed for the title I Adult, Dislocated Worker, and Youth programs, but has the flexibility and integration capacity to utilize the WIOA six core programs, as well as other required partners such as the Trade Adjustment Assistance (TAA) program. In the year ahead it will have Apprenticeship IL participant data added to the displays and dashboards.

Methodology

IPATS displays data in both macro and micro level to assess the state and local areas' effectiveness in achieving positive outcomes for individuals served by the local workforce development areas. The data can be aggregated based on a variety of filters and data elements based on level of user access. It aggregates and has comparison data for local areas. It tracks participant activity based on customer service activity tracked to PIRL performance measures.

Additional Information

The true benefit of IPATS is in the ability of career planners and case managers to, quickly and easily, identify current services and outcomes for their participants. The Participant Dashboard provides a high-level overview filterable at the state or local level or by career planner with the ability to drill down to participant level data and export the data and information contained within for tracking and maintenance of participant files. Also, through a high-level performance view, program administrators can track their

preliminary and year-to-date performance outcomes, allowing them to identify areas that may need to be addressed through targeted career planning and case management policy and procedures.

Evaluation and Research

Activities and Methodology

Workforce Data Quality Initiative (WDQI) Grant

The State's Department of Commerce and Economic Opportunity (DCEO) has been utilizing funding from the USDOL Round VII WDQI grant to work in partnership with IL Department of Employment Security (IDES) to create enhance workforce performance indicators. The two agencies are extending research capacity and longitudinal performance evaluation for program effectiveness by joining the New York University - Administrative Data Research Facility (NYU-ADRF) to use the most innovative data sharing strategies available to foster evidence-based policymaking and work toward regional vision of workforce data sharing. The goal is to leverage existing and future State data infrastructure to provision unemployment to re-employment data, WIOA services data, and career outcomes data to combine and produce information that enlightens stakeholders and guides policy creation.

Additionally, the University of Chicago is partnering with State agencies to develop evaluation frameworks and dashboards that enhance existing performance information utilizing the NYU-ADRF for data compilation and dissemination. These dashboards will address WIOA performance accountability requirements and provide learning pathways and career outcomes data for incorporation into various outreach methods. Regional projects will be supported, and new stakeholder products on workforce outcomes will be generated.

Continuous Improvement

Workforce Data Quality Initiative (WDQI) Grant

Leveraging the WDQI grant, Illinois is extending the record linkage to enrollment/completion in local WIOA training programs, RESEA services and benefit programs (such as SNAP/TANF). This portal is designed to display weekly tracking of claimant behavior by county, demographic group, industry, and occupation. Within this analytic framework, the State has been able to analyze the economic impact of wage replacement on the local economy and the persistence of UI benefit certification by claimant cohort. IDES is working in partnership with DCEO to augment this pipeline linking unemployed claimants to enrollment and completion of local WIOA training programs.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

The purpose of the Customer Feedback Survey was to assess customers' overall satisfaction with the Illinois workNet site, and the resources offered to help individuals and partners meet their employment and training goals. Efforts to bring awareness about the survey included marketing the survey on the announcement section and footer of the Illinois workNet site. In addition, a news item was sent to 118,000 individuals via email, including an incentive for participants to win a chance to receive an Illinois workNet Kit.

Local approaches were also taken to assess the satisfaction of the WIOA services received. Local Workforce Innovation Boards focused on integration of services for jobseekers and to improve employer access to the needed skilled workforce.

Methodology

The Southern Illinois University team developed the survey via SurveyMonkey in April 2021. The surveys were used throughout the State at various levels of service and distributed to customers who utilize services at the American Job Centers (AJCs). A total of 491 participated in the survey. Overall, 70 percent expressed satisfaction with Illinois workNet, while only six percent were dissatisfied. The three primary reasons why individuals utilized the site were to find job openings, explore career options, and find training and education opportunities. Based on the feedback from the survey, participants' primary concerns focused around areas of employment and training opportunities, communication, and technical assistance. Seventy-nine percent of the participants stated they would likely recommend Illinois workNet to friends and colleagues to find resources to help them achieve their employment and training goals.

Continuous Improvement

Customer satisfaction survey results were used to implement strategies to improve service integration between WIOA program partners and providers at the state, regional, and local levels. Survey results were analyzed and discussed during AJC team meetings. Updates and changes to services are made as needed for continuous improvement and are shaped by feedback from business and/or jobseekers.

For more information, visit:

Reports

WIOA Annual Statewide Performance Report Narrative PY 2020.

Links

Illinois Workforce Innovation Board

Illinois Department of Commerce and Economic Opportunity

Illinois Performance Accountability and Transparency System (IPATS)

Indiana

Indiana Department of Workforce Development

Waiver

Waiver Implemented

In PY20, the State utilized two waivers:

- 1) Youth Funding Expenditures, allowing the State to lower the required Governor's reserve and local formula youth out-of-school youth (OSY) funding from 75 percent to 50 percent.
- 2) State Board Membership Requirements, allowing the State to substitute the WIOA State Board Membership requirements with Indiana Code 4-3-27-3 requirements, which created the Governor's Workforce Cabinet.

Strategies

Waiver on Youth Funding Expenditures

Workforce Development Board (WDB) regions 3, 5, and 12 utilized this waiver in PY20. Largely due to COVID-19 related reversions, most of Indiana's WDBs, these regions have experienced decreased support across several key areas including support for Indiana's Jobs for America's Graduates (JAG) program and Temporary Assistance for Needy Families (TANF) during PY20.

The WDBs in Indiana rely on programs like JAG, which utilizes both State and TANF funds, to improve high school graduation rates, increase post-graduation employment, and to increase access to, and utilization of, postsecondary education and training by Indiana's new high school graduates.

Waiver on WIOA State Board Membership Requirements

Under the State Board Membership waiver, the State was able to bring its departments of education, workforce development, and economic development together with employers and post-secondary training institutions to facilitate implementation across the workforce system through the Governor's Workforce Cabinet. The vision of the Governor's Workforce Cabinet is to create a talent system that provides residents opportunities for lifelong learning and increased personal economic mobility, as well as to provide employers with the talent to grow and diversify their workforce. The goal is that every Hoosier will be aware of career opportunities that exist, have equal access to the quality credentials and skills necessary for those opportunities, and employers will have access to the talent necessary for them to continue to grow and locate in Indiana.

Impact on Performance

Waiver on Youth Funding Expenditures

Despite the overall reduction in funding to WDBs for youth services, regional workforce boards were able to utilize this waiver to

ensure that, despite the COVID-19 pandemic, Indiana's JAG program continues to outperform both peer states and the State's own programmatic goals.

The flexibility this waiver allowed has contributed to the success of the State's JAG program—a program that serves over 65,000 at risk youth annually—by allowing JAG to continue in-class instruction, student mentoring, and participant follow-up services. Indiana's JAG participants outperformed non-JAG participant high school students in Indiana by achieving a 97 percent graduation rate. In addition, during PY20, JAG participants were able to secure over \$24 million in scholarships to pursue their post-secondary educational goals. This demonstrates the effectiveness of Indiana's JAG program, effectiveness made possible in part by utilization of the waiver, at reducing the State's overall high school dropout rate, while also preparing participants for entry into the 21st century workforce.

Waiver on WIOA State Board Membership Requirements

The Governor's Workforce Cabinet continues to evaluate collaboration and alignment across workforce programs, education and training providers, local governments, workforce boards, state agencies, and employers. The Cabinet continues to identify both pre- and post-COVID-19 roadblocks and has identified short- and long-term goals for the Cabinet to monitor success for individuals utilizing the workforce system.

Data Validation and Data Integrity

State Approach

The State established processes for data validation that meet federal guidelines issued by USDOL. Data validation is a series of internal controls or quality assurance techniques established to verify the accuracy, validity, and reliability of data that the State requires that Local Workforce Development Areas (LWDAs) upload for documentation of participant validation, using Indiana Career Connect. This client management system streamlines the process by eliminating the need to maintain paper documents while allowing the validation process to be conducted remotely and accurately. The State utilizes internal procedures to ensure that all documentation related to eligibility and performance outcomes are recorded in Indiana Career Connect by the end of the applicable program year.

Methodology

In PY20, the State implemented a new data validation strategy of sampling and validating data on a quarterly basis. The samples contained records from all LWDAs for both title I and title III programs. The samples were drawn from the PIRL extract file and were checked against the State's Management Information System following the guidelines in TEGL No. 23-19 to ensure the accuracy of the information contained in the federal extract files. In addition to the sampling, the State reviewed data quarterly for errors, inconsistencies, missing data, out of range values, and any anomalies prior to the PIRL submission into the WIPS federal reporting system. The State had few errors flagged and, in those instances, LWDAs were requested to make corrections. Monitoring reviewed a sample of records and compared data to the source documentation to verify participant eligibility in the programs.

Additional Information

In PY21, and in subsequent program years, the State plans to assess the data validation process to ensure the process is working as intended and will make any revisions as needed.

Evaluation and Research

Activities and Methodology

The State completed four separate evaluations in PY20. These reports studied (1) Local area performance; (2) Workforce programs, using data on expenditures, participation, and outcomes for all agency programs; (3) Workforce-related programs; and (4) Economic analysis, utilizing industry, employment, and other labor market information.

Continuous Improvement

In partnership with the Administrative Data Research Facilities ADRF–Coleridge Initiative, the State developed Unemployment Insurance Claimant Dashboards with Demographic, Industry and Occupation data to identify areas across the State with high need within industry, demographic criteria, and occupation. The statistics are generated from the initial claims reported to ETA. The creation of this dashboard was the immediate response to the agency's leadership growing need to understand weekly claimant data in a quick and easily understandable manner. The dashboard continues to be updated weekly. It can be accessed through a password-protected interface and thus allows the user to view the data at a less-suppressed level than what would be available to the general public.

Reports

The State continued to maintain its Federal Quarterly Performance Report Dashboard in PY20, providing staff and workforce partners with access to many years' worth of local area Reports in one location. In addition, the annual Workforce Programs Reviews enable policy officials to analyze all workforce programs based on outcomes. The Office of Fiscal and Management Analysis conducted a review of workforce-related programs including WIOA title I & IV programs, Career and Technical Education, Trade Adjustment Assistance for Workers, and Rapid Response.

Lastly, the Research and Analysis team completed the *Indiana Economic Analysis Report*, which utilized industry, employment, and other labor market information available through the USDOL, as well as information found in other national and local sources.

Customer Satisfaction

State Approach

The State strives to provide all customers with excellent customer service through multiple outlets and across all programs. Customers may connect with a customer service representative in person at their local One-Stop center or by mail, email, chat, or

phone. Excellence is not just treating customers with respect and efficiency but is also providing high-quality services that helps customers meet their career goals and receive benefits for which they are eligible.

Methodology

In PY19, the State revised the survey to allow customers to rate and provide comments on the full range of services. This survey has undergone some revisions but was still in use for PY20. The most notable revision was adding a series of questions to allow jobseekers to rate their services and provide comments for individual program services provided by WorkOne.

In PY20, the State surveyed approximately 14,832 clients who participated in WorkOne services of which the majority were UI, WIOA and/or Wagner-Peyser (WP) services. The survey found that 98 percent of all clients were at least somewhat satisfied, and over 94 percent were very satisfied, or extremely satisfied, with their customer experiences; however, during PY20, survey participation numbers were down due to low traffic in our WorkOne (AJC) offices caused by the continued effects of the COVID-19 pandemic.

The State also surveyed more than 314 employers in PY20. These surveys found that nearly 97 percent of all clients were at least somewhat satisfied with their customer experience and over 93 percent were very, or extremely, satisfied.

Continuous Improvement

Survey results are shared with LWSAs on a regular basis, comments are shared monthly, and overall ratings shared quarterly. This information is used by the State and the LWSAs to evaluate and improve their operations. Usage of the WorkOne Customer Satisfaction Surveys and a 90 percent approval rate is a required part of WorkOne recertification. DWD plans to review both surveys for revision during PY21.

For more information, visit:

Reports

WIOA Annual Performance Report Narrative, Program Year 2020.

Indiana Economic Analysis Report (Oct. 2021).

2020 Indiana Workforce Program Review. Legislative Services Agency. Office of Fiscal and Management Analysis.

2021 Indiana Workforce Program Review. Legislative Services Agency. Office of Fiscal and Management Analysis.

Links

Indiana Department of Workforce Development

Iowa

IowaWorks

Iowa Workforce Development

Waiver

Waiver Implemented

The State had two active waivers, designed to allow for greater flexibility under WIOA and relieve undue burden on training providers to ensure a robust ETP list that facilitates consumer choice:

- 1) Waiver of the requirement at WIOA Section 121(d)(2)(B) that the one-stop operator be “located in the local area.”
- 2) Waiver of the obligation of eligible training providers (ETPs) to report performance data on all students in a training program at WIOA Sections 116(d)(4)(A) and 122 and 20 CFR 677.230(a)(4) and (5) and 20 CFR 680.

Strategies

Waiver of the requirement that the one-stop operator be “located in the local area”

During PY20, three local areas took advantage of the flexibility this waiver provided. Those included Northwest, North Central, and Northeast who are all using the State Public Policy Group, an entity who provides services and support to organizations to promote public policy. With the pandemic and the advancement of virtual meetings, this has been an even more feasible option, especially for more rural local areas. The State will continue to monitor the use of this waiver and the progress of local areas who are working to procure One-Stop Operators throughout PY21.

Waiver of the requirement for ETPs to collect performance data for all students in a training program

Continued progress has been made throughout PY20 in gathering performance data from ETPs for continued eligibility purposes.

Impact on Performance

Waiver of the requirement for ETPs to collect performance data for all students in a training program

The waiver has allowed Iowa to build a foundation for successfully obtaining this data in terms of eligibility for many programs. However, with the expiration of this waiver at the conclusion of PY20, continued work will be even more important in PY21 to ensure this data can be utilized as intended by WIOA Section 116(d)(4)(A).

Data Validation and Data Integrity

State Approach

The State’s approach to data validation has been formalized to ensure data integrity is an ongoing priority. Annual data element validation is conducted to ensure the data elements and data in participant records are accurate to maintain system integrity, ensure completeness of data and to identify and correct specific issues associated with the reporting process.

Methodology

According to TEGL No. 7-18 and TEGL No. 23-19, updated data validation policy has been drafted, processes have been finalized and annual training completed. This process includes quarterly reviews to monitor for data errors, missing data, out-of-range values, and anomalies. Data validation tools included in the State's data management system, IowaWORKS, have been utilized to streamline the process. Implementation of new data validation policies and procedures became effective during PY20. Additionally, data is validated for the Trade Adjustment Assistance Program quarterly by verifying core elements from a random sampling from the PIRL and through the Trade Adjustment Assistance Data Integrity (TAADI) initiative. WIOA title I programs, title III WP, JVSG, MSFW, and Registered Apprenticeship were also validated through data integrity checks informally through this process as part of the effort to ensure quality data in conversion. Apprenticeships were validated through data integrity checks informally through this process as part of the effort to ensure quality data in conversion.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

The State has not yet completed an official evaluation of programs in PY20 but has established goals to complete an evaluation of title I program activities during PY21 and conduct an evaluation of their Re-employment Services and Eligibility Assessment (RESEA) program over the next 24 months. The overall objective of this evaluation is to assess the effect of the RESEA program on individuals receiving unemployment insurance benefits who are required to look for employment. Iowa is in the final stage of securing a professional evaluator and conduct the evaluation over the next twenty-four-month period and may adjust the RESEA interventions based on the outcome of the evaluation.

Continuous Improvement

The planned RESEA evaluation, administered from all IowaWORKS Centers, is designed to determine the causal impact of re-employment services and enforced unemployment insurance requirements on the re-employment outcomes of individuals receiving unemployment insurance who are required to seek re-employment. The State will also test the theory that increased virtual services will lead to better re-employment outcomes.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

The State's Workforce Services Division worked with the Labor Market Information Division (LMI) to develop a customer satisfaction survey for digital distribution, collect and analyze data on services accessed through IowaWORKS.

Methodology

The State delivered surveys electronically to increase customer responses and provide survey timelier opportunities to Iowa customers. The IWD Workforce Services Division worked with the LMI to create and distribute the survey, gather results, and analyze the data. For PY20, customer satisfaction survey emails were sent to individuals and employers with a link to complete the customer satisfaction survey via GovDelivery.

The State emailed customer satisfaction surveys to 7,940 customers, of which 98.3 percent were verified deliveries. The customer satisfaction surveys collected data using a 5-point satisfaction scale focusing on services accessed and how individuals received those services.

A similar survey was emailed to 1,045 Iowa employers, of which 88.1 percent were verified deliveries. Using a 5-point satisfaction scale, the customer satisfaction survey included delineation of what services are being accessed and the method that employers are accessing those services.

Continuous Improvement

Continued planning is underway to increase the consistency and timeliness of the customer satisfaction survey. The State began more frequent and timely delivery of surveys beginning PY20, Quarter 4. These efforts are continuing into PY21 to progress towards more timely and effective service delivery.

For more information, visit:

Reports

Iowa WIOA Annual Report, Program Year 2020.

Links

IowaWORKS

Iowa Workforce Development

Kansas

KansasWorks State Board

Waiver

Waiver Implemented

There were no waivers in place in PY20, and the State did not request any waivers for the WIOA State Plan 2020–2023.

Strategies

Not applicable.

Impact on Performance

Not applicable.

Data Validation and Data Integrity

State Approach

The State validates the accuracy of quarterly submissions to ensure that ETA decisions about WIOA policy and funding are made based on a true picture of program outcomes. Report validation checks the accuracy of calculations and data element validation checks the accuracy of the data used to perform the calculations. In report validation, the State compares PIRL reported values to values generated by the below methodology. In data element validation, the State compares key data elements against samples of WIOA participants.

Methodology

The State's Commerce Regulatory Compliance Unit conducts a random-sample audit, on a quarterly basis, of each of PIRL data files (e.g., Adult, Youth, DW, Wagner-Peyser and TAA) using a stratified random sample, where the five local workforce service areas constitute the strata and the sampling fraction in each of the strata is proportional to that of the population.

CRC completes validation based on a random sampling of data elements. CRC used acceptable source documentation, as per guidance in TEGL No. 7-18, to review each sampled element within the participants' files. The CRC scored each data element as either a pass or fail on those data elements required to be validated. Elements supported or matched by acceptable documentation were recorded as a "pass." Any data element not supported by acceptable documentation or was found to be inconsistent with other documentation were recorded as a "fail." Completed workbooks were transmitted back to WFS to calculate and review the sample error rates and upper error limits for each element in each of the three programs.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

No information provided for this section.

Continuous Improvement

No information provided for this section.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

The State received technical assistance to assist KansasWorks in assessing needs and coordinating state and local workforce development system stakeholders for their Workforce 2.0 initiative. The technical assistance framework helped establish two workgroups that co-developed a methodology and draft survey questions to assess customer and frontline staff needs.

Kansasworks.com jobseeker and employer survey

The survey launched in February 2020, is targeted to jobseekers, employers, and eligible training providers, and gathers feedback on the individual's experience with the website.

Customer Service Survey Kiosks Located in Workforce Centers

Launched in January 2019, the State has in place a quick exit survey to measure customer satisfaction. The survey takes on average less than two minutes to complete and is available in English and Spanish. Customers may respond via physical kiosks located at workforce centers or through a web link. Each local area also has access to survey results.

Methodology

No information provided for this section.

Continuous Improvement

Workforce 2.0 Survey

Continuation of this project will be with the Public Policy and Management Center (PPMC), who will assist the State with surveys with each key stakeholder group. Surveys, analyses, and final reports will be completed by the PPMC at the direction of

Commerce leadership. Three separate surveys will be completed. Jobseekers and employers will have two different survey recruitment processes for users and non-users of workforce services systems.

After completion of the surveys, the PPMC will conduct five focus groups (one-hour) with: staff, employers (users and non-users) and jobseekers (users and non-users). Focus groups will be virtual to ensure statewide representation. PPMC will work closely with local areas to assist in identifying, recruiting, and securing participants. Also, The PPMC will provide research from industry experts on the future of work, information from workforce services from other states, and identify opportunities for the State. This will lead to a research report and a presentation to be shared with state leaders.

For more information, visit:

[*Reports*](#)

Workforce and Innovation Opportunity Act, Program Year 2020 Annual Report.

[*Links*](#)

KansasWorks State Board

Kentucky

Kentucky Workforce Innovation Board

Waiver

Waiver Implemented

No information provided for this section.

Strategies

Not applicable.

Impact on Performance

Not applicable.

Data Validation and Data Integrity

State Approach

No information provided for this section.

Methodology

Not applicable.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

KYSTATS, a partner agency in the cabinet, is responsible for developing, maintaining, and utilizing the Kentucky Longitudinal Data System (KLDS) to inform policymakers, practitioners, and the public throughout the state regarding outcomes for the State's education and workforce programs. KYSTATS is legally authorized to collect and utilize data to evaluate education and workforce efforts in the commonwealth and is the best resource available to its partners in the Kentucky workforce ecosystem. KYSTATS develops reports and provides statistical data about these efforts so policymakers, practitioners and the public can make better informed decisions about Kentucky's education systems and training programs.

For example, KYSTATS links high school and college data to better understand how high school experiences affect college going and success. It provides much richer data about college preparation to high schools as well as to colleges so the state can improve alignment between the two areas. As another example, KYSTATS links education and employment records to determine if graduates are entering the workforce and earning a reasonable wage, how well the state's colleges are meeting the needs of Kentucky's industries, and what the return on investment is for the State's education and training programs. KLDS was developed through grants from the U.S. Department of Education, Institute for Education Sciences Statewide Longitudinal Data Systems program, and is one of the most robust longitudinal data systems in the country. In addition to the benefits of providing better data to inform decision-making, KYSTATS develops reports on issues such as college going, and success and employment of graduates that can only be answered through a system of this nature.

Just as information in an annual report can show a corporation's year-to-year success, having a data warehouse for all Kentucky education, training, and workforce information together where it can be studied and evaluated makes sense for the State.

Continuous Improvement

No information provided for this section.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

No information provided for this section.

Methodology

Not applicable.

Continuous Improvement

No information provided for this section.

For more information, visit:

Reports

2020 Team Kentucky Workforce WHERE Report.

Links

Kentucky Workforce Innovation Board

Louisiana

Louisiana Department of Labor – Louisiana Workforce Commission

Waiver

Waiver Implemented

The State did not request any additional waivers related to performance during PY20.

Strategies

Not applicable.

Impact on Performance

Not applicable.

Data Validation and Data Integrity

State Approach

The State receives WIOA funding from the USDOL based on achieving negotiated performance. USDOL expectations are that work is done in a timely manner and correctly reported on a quarterly basis.

Methodology

As part of quality control, the Office of Workforce Development (OWD) reviews these functions to determine whether local workforce development areas (LWDAs) are adequately and appropriately meeting deadlines and documentation requirements. The OWD provides quarterly regional training and on-site technical assistance to any LWDA deemed deficient in any of the problem areas related to data collection and quality assurance.

Additional Information

Many elements of WIOA enrollment require appropriate documentation be placed in participant files. Documentation sources can be identified within the case management system HiRE (Helping Individuals Reach Employment).

Evaluation and Research

Activities and Methodology

No information provided for this section.

Continuous Improvement

No information provided for this section.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

No information provided for this section.

Methodology

No information provided for this section.

Continuous Improvement

No information provided for this section.

For more information, visit:

Reports

Workforce Innovation and Opportunity Act, 2020 Annual Report (15 Feb. 2022).

Links

Louisiana Department of Labor – Louisiana Workforce Commission

Maine

Maine Department of Labor

Waivers

Waivers Implemented

The state of Maine received approval for two waivers.

- 1) Waiver requiring 75 percent of WIOA title IB Youth funds to be spent on out-of-school youth (OSY).
- 2) Waiver of the limitation on use of Individual Training Accounts (ITAs) for in-school-youth (ISY).

Strategies

Waiver requiring 75 percent of WIOA title IB Youth funds to be spent on OSY

This waiver has been approved through PY21 which will allow the state and local areas to invest up to 50 percent of Youth funds on ISY. The goal for this waiver is to expand opportunity for ISY to participate in a meaningful paid work experience and to support those entering college with barriers to receive the necessary support to successfully complete their program and attain a degree or credential.

This waiver allows the title IB Youth program to come into alignment with the Maine Children's Cabinet goal that all Maine youth enter adulthood healthy, connected to the workforce and/or education with defined key indicators including that Maine high school youth receive some sort of paid work experience and an increased awareness of careers, career pathways, and access points to postsecondary education and training programs. This waiver will also support development and expansion of quality youth apprenticeship programs, in collaboration with Career and Technical Education (CTE) schools and community colleges, that will provide youth with a paycheck and structured on-the-job learning that allows them to apply relevant and affordable classroom training that results in dual credit toward high school graduation and an associate degree.

Waiver of the limitation on use of ITAs for ISY

This waiver for ISY attending college has been approved through June 30, 2022. The limitation on use of individual training accounts (ITAs) for ISY who have applied for, or are attending, post-secondary education has created an impediment to ensuring the success of the State's youth with barriers who require significant supports to enter and succeed in post-secondary education.

In the State, many high school seniors register for postsecondary education, but never actually enter and many of those who do enter leave within the first year due to lack of necessary supports. Flexibility on the use of ITAs for ISY attending post-secondary education will permit service providers to better work with educational institutions to determine how federal financial aid resources and WIOA IB Youth funds can be used. This flexibility will ensure youth with barriers to education and employment have the resources necessary to subsist, manage academic life, and succeed at completion of educational objectives that will result in attainment of recognized postsecondary credentials, degrees, diplomas, and occupational certifications.

The State believes that approval of this waiver request include expanded access for youth most in need to succeed in transition to and retention in post-secondary education and achievement of postsecondary credentials and which will support Maine's goal of ensuring 60 percent of Maine's workforce will hold a credential of value by 2025, increase access to and engagement of youth in need of education, training, and supports necessary to succeed in the labor market and meet current high-growth industry demand in Maine through acquisition of a degree or diploma. Additionally, the ability to provide ITA's to ISY will support the alignment of the title IB Youth programs with other workforce system programs serving younger workers with barriers to employment in Maine. Projected programmatic outcomes resulting from implementation of the waiver include a commitment to continuing to serve youth with the greatest barriers, an increase in the number who will successfully complete a program of study and achieve postsecondary credentials, better alignment with other workforce partner programs serving youth with barriers to employment in each age range, an overall expansion of the skilled labor force pool, increased competitiveness of both youth participants and Maine employers. The State will oversee and monitor the provision of ITAs for ISY who are transitioning to and/or attending post-secondary education and training to ensure they have the resources to succeed in attainment of approved post-secondary credentials.

Impact on Performance

Waiver requiring 75 percent of WIOA title IB Youth funds to be spent on OSY

The waiver has been in place for about six months but projected programmatic outcomes resulting from implementation of this waiver include using work experience opportunities to address challenges of at-risk youth while still engaged in formal education and focus resources to address student retention and program engagement to assist them to transition directly to postsecondary education, meaningful employment, and/or the military. Additionally, it is expected the number transitioning to and successfully completing the first year of postsecondary education and gaining an industry-recognized credential will increase.

Waiver of the limitation on use of ITAs for ISY

Although this waiver was only approved for one year, it is expected measurable outcomes will be identified after June 2022.

Data Validation and Data Integrity

State Approach

Maine implemented a new process for validating data elements and developed a Data Element Validation (DEV) manual in 2019. The new DEV process requires program managers to validate eligibility documentation at the time they approve each title IB enrollment. Additionally, each service provider conducts data element validation on a small sample of files each quarter and submits a report identifying validation failures and explaining how these will be addressed going forward. Local board directors and lead managers from each of the service provider agencies participated in an information session regarding the new process. An annual training module on DEV requirements with a focus on areas that have failed during file validation is offered to provider staff.

Methodology

No information provided for this section.

Additional Information

No additional information for this section.

Evaluation and Research

Activities and Methodology

The State is developing a study to measure long-term earnings outcomes of Maine's WIOA Adult participants who received training in entry-level healthcare occupations. The goal of the evaluation is to identify whether program participation leads to a career pathway with an opportunity for upward mobility. This study will focus on earnings of adult participants who have been exited from the program for a period of at least five years and will continue until at three full years of five-year exit data has been considered.

Continuous Improvement

The purpose of all data analyses and subsequent reporting is to improve program evaluation and help a wide range of stakeholders, including students, educators, administrators, parents, and policy makers better understand the relationship between workforce interventions and labor market outcomes.

Reports

The report will focus on long-term earnings data on graduates with associate degrees in nursing from the Maine Community College System that will be examined in comparison to the earnings outcomes of adult participant program exiters who received entry level medical professional training. Data for the analysis will be reported through the Maine Education and Attainment Research Navigation System, which will allow the impact of education and training programs on the employment and earnings of cohorts of individuals to be studied over time.

Customer Satisfaction

State Approach

Maine offered both in-person and virtual surveys to collect feedback of customer satisfaction. Each in-person customer at the CareerCenter was asked to complete a customer satisfaction survey prior to leaving. However, in-person survey numbers were low due to limited on-site visits caused by the pandemic. Virtual surveys were sent to participants in the virtual hiring events.

Methodology

There were 37 virtual hiring events (mostly industry-specific) held between September 2020 and June 2021 with participation from 534 employers and 3,547 jobseekers. Virtual hiring event surveys went to 304 employers and 2,781 jobseekers and yielded a response rate of 16 percent for employers and 36 percent for jobseekers. Surveys asked participants to rate events using a five-point scale ranging from “highly disagree” to “highly agree” and received—overall—positive rating responses.

To increase the response rates, surveys were also provided to employers through post-event emails. This did not increase the return rate; however, surveys added to the attendance record of the jobseeker from the chat area did increase visibility and response rate. LiveChat customers were asked to rate the service on a scale from “poor” to “outstanding.” The LiveChat survey went to 2,786 chat users resulting in a 54.6 percent response rate. The average rating for this period was 4.45 out of 5.0 and during the year, the CareerCenters received LiveChat Outstanding Customer Service Award four times.

Continuous Improvement

Customers who provide low staff ratings are contacted to gather additional information to guide improvements. Customer satisfaction surveys have resulted in improved service delivery, revised workshop content, and delivery of customer-suggested topics. Opportunities to provide feedback continue to be added to on-line and in-person contact points to ensure ease of customer response.

For more information, visit:

Reports

State of Maine WIOA Annual Performance Report Program Year 2020 (1 Dec. 2021).

Links

Maine Department of Labor

Maryland

Maryland Department of Labor

Waiver

Waiver Implemented

Maryland submitted requests for two waivers to USDOL in the state's 2020 State Plan submission:

- 1) Waiver of the requirement for eligible training providers (ETPs) to collect performance data for all students in a training program.
- 2) Waiver of the requirement that states and local areas expend 75 percent of all Governor's reserve and local area formula youth funds on out-of-school youth (OSY).

Strategies

Waiver of the requirement for ETPs to collect performance data for all students in a training program

Under the first waiver, the State will continue to collect and report performance data for all WIOA-funded participants in accordance with the above regulations. The State requested the waiver to allow for the expansion of programs on the State's eligible training provider list (ETPL). The intent was to allow new providers to take advantage of their presence on the list and prepare to collect data on all customers concurrently.

Waiver of the requirement that states and local areas expend 75 percent of all Governor's reserve and local area formula youth funds on OSY

The State requested that both the required state and local percentage for OSY expenditures be lowered to 50 percent. As indicated in the State's waiver request, the State required local areas to include a description in their plans on how they would implement the waiver. Out of the 13 local areas, five have indicated that they would implement strategies to increase program offerings to in-school-youth (ISY). These strategies included partnerships with local school systems to implement year-round work experiences for ISY, dropout prevention services, and additional capacity to expand existing program partnerships with local Department of Rehabilitation Services. Current fiscal data indicate that, of the five, only two have expenditure levels below the 75 percent threshold.

Impact on Performance

Waiver of the requirement for ETP to collect performance data for all students in a training program

The State received new requests from providers to be added to the eligible ETPL due to this waiver.

Waiver of the requirement that states and local areas expend 75 percent of all Governor’s reserve and local area formula youth funds on OSY

The State continues to monitor the fiscal expenditures in these areas. However, pandemic-related closures and restrictions on access to school facilities have limited the ability of local areas to implement ISY strategies.

Data Validation and Data Integrity

State Approach

The State established processes for data validation that meet all federal guidelines issued by USDOL. Data validation is a series of internal controls or quality assurance techniques established to verify the accuracy, validity, and reliability of data. The State requires that the local areas use the Virtual One Stop (VOS) to upload documents upon receipt from the participants for data validation purposes. This digital medium streamlines the process by eliminating the need to maintain paper documents while allowing the validation process to be conducted remotely, accurately, and more frequently than in prior program years. The State has a process in place to ensure that all documentation related to eligibility and performance outcomes are in VOS by the end of the applicable program year. During COVID-19 related closures, the State moved to virtual/remote operations.

Methodology

The Office of Workforce Information and Performance (OWIP) pulls a random sample of files quarterly and annually. Samples contain files from all local areas for all title I and title III programs, as well as the Trade Adjustment Assistance program, the Jobs for Veterans State Grant program, and National Dislocated Worker Grants.

The quarterly data validation ensures the local areas are aware of any issues and can receive technical assistance during the year. On a quarterly basis, the information from the extract file is checked against the state Management Information System (MIS) system to ensure the information contained in all federal extract files are accurate. Data is reviewed for errors, inconsistencies, missing data, out of range values and any anomalies. Local areas are contacted to make corrections prior to submission in the federal Workforce Integrated Performance System (WIPS). Local areas are required to address all findings and/or concerns identified in a timely manner. Monitoring staff verifies the corrections made to a finding or concern within the Maryland Workforce Exchange before the finding or concern is closed.

In addition, on a quarterly basis, USDOL provides grant recipients with feedback regarding their performance reports to aid in data integrity efforts and support data accuracy. Their analysis includes, but is not limited to, a review of the data submitted, anomalies and outliers, and other potential data quality issues, which may indicate reporting inaccuracies. In turn, OWIP uses this data on a quarterly basis to identify and correct errors to improve performance reporting and ensure data properly reflects the program participants, services, and outcomes. OWIP also uses the WIPS logical value and data specification checks to identify issues and concerns.

The annual data validation process ensures, primarily, the accuracy, reliability, and comparability of data used in performance calculations. The process pulls a sample of participants contained in the WIOA measures. The 24 elements listed in TEGL No. 7-

18 are be monitored and assessed based on required source documentation and state procedures. All elements indicated in TEGL No. 23-19 are validated.

Additional Information

The State offered data validation training to local area staff and shared best practices amongst the areas. Staff received training on what, why, and how data validation works. Once a year, local areas are also asked to perform data file reviews on other local area files. This shows staff what they are required to have within their own records and allows the sharing of best practices which they may use within their own local area. The State's Labor Central Office program management staff is available for any questions or issues that arise during this training. Each year, the State plans to assess the data validation process to ensure the process is working as intended and make revisions as needed.

Evaluation and Research

Activities and Methodology

The State's Division of Unemployment Insurance (DUI) set aside funds from the Reemployment Services and Eligibility Assessment (RESEA) grant to evaluate the State's RESEA program. The W.E. Upjohn Institute for Employment Research is conducting an in-depth analysis of the program and completing three RESEA PY19 evaluation reports with the University of Baltimore, Jacob France Institute. These reports are: Process Analysis Report; Formative Evaluation Report; and Plan for Annual Assessments with Incremental Improvements.

Continuous Improvement

The final report will set the plan for the RESEA PY20 evaluation. That will promise an incremental improvement over the PY19 evaluation. Process Analysis Report suggests improvements in program management and data systems. The Formative Evaluation Report will identify if there are any differences in effectiveness between component services of RESEA and WPRS and whether any gaps in services needs are identified. Future evaluation results may suggest improvements that could be tried in a randomized controlled trial context. These include such things as nudges for participation, making ineffective services optional, and testing new required services.

Reports

The Process Analysis Report notes the disparities between RESEA data in the ETA 9128, the PIRL, and program administrative data. These sources should be harmonized, or the differences should be explained. Perhaps the federally required formatting and timing of reports explains the differences, but each of these three sources gives a dramatically different picture of RESEA program activity in Maryland. The State plans to use the RESEA administrative data because it provides the most complete picture.

Customer Satisfaction

State Approach

The State conducted satisfaction surveys for both jobseekers and employers.

Methodology

Jobseeker satisfaction survey

The State conducted this survey via Survey Monkey through an email solicitation with a link to the platform. The survey consisted of 10 questions that survey measured satisfaction on several elements, such as services provided, access to service staff, and helpfulness of online services. Of the 2,729 surveys sent to jobseekers, the State received 153 responses.

Employer satisfaction survey

Similarly, the State also conducted this survey via Survey Monkey through an email solicitation with a link to the platform. The survey consisted of 10 questions that measured satisfaction on several elements, such as services provided, access to service staff, and helpfulness of online services. A total of 698 employers who received staff-assisted services received the link via email; 40 responded.

Continuous Improvement

No information provided for this section.

For more information, visit:

Reports

Workforce Innovation and Opportunity Act WIOA Annual Report 2020.

Links

Maryland Department of Labor

Massachusetts

Massachusetts Executive Office of Labor and Workforce Development

Waiver

Waiver Implemented

The state applied for and implemented two waivers:

- 1) Waiver to increase on-the-job-training (OJT) reimbursement up to 90 percent for businesses with 50 or fewer employees.
- 2) Waiver of the Requirement for Eligible Training Providers (ETPs) to Collect Performance Data for All Students in a Training Program.

Strategies

Waiver to increase OJT reimbursement up to 90 percent for businesses with 50 or fewer employees

This waiver permits a higher reimbursement rate that provides an incentive for increased employer participation in OJT and expands employer involvement with the State's workforce system, particularly among small- and medium-sized businesses. Additionally, the waiver encourages enhanced capacity and relationship building among a region's business, education, and workforce development communities as a means of focusing resources on emerging skill acquisition and sustainability.

Waiver of the Requirement for ETPs to Collect Performance Data for All Students in a Training Program

The ETP waiver eliminates the need for training providers listed on the State's employer training provider list (ETPL), to report performance outcomes for students whose training is not funded through the Workforce System. The State continues to require training providers to report on customers attending training through one of the Workforce System's program resources (i.e., WIOA, Trade, Training Opportunities Programs (Section 30), National Dislocated Worker Grants, etc.). These are customers who receive training services from the training provider and career services via a MassHire Career Center.

Impact on Performance

Waiver to increase OJT reimbursement up to 90 percent for businesses with 50 or fewer employees

Implementation of OJT utilizing WIOA formula funds occurs at a much slower rate due to the higher cost of OJT in comparison with individual training accounts (ITAs). During FY19–FY20, the State's career centers implemented eight OJTs, virtually all (100%) with small employers, characterized as businesses with fifty or fewer employees. The State's experience with these programs demonstrates that small employers have been the highest users of OJT. The COVID-19 pandemic has dramatically altered the landscape of business in Massachusetts. The OJT program, including the flexibility provided by this waiver, provides the MassHire Boards and Career Centers an additional tool to market the workforce system and engage businesses that might not have utilized the system in this way before, as well as support remote learning models to address the needs of hard-to-serve populations during the COVID-19 pandemic.

Data Validation and Data Integrity

State Approach

No information provided for this section.

Methodology

No information provided for this section.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

The Commonwealth Corporation has an agreement with the Massachusetts Department of Unemployment Assistance for access to wage record data to evaluate the State's workforce initiatives. This access to wage record data is supporting the longer-term performance analysis and evaluations of the post-program outcomes of state funded YouthWorks summer jobs program and Workforce Competitiveness Trust Fund sectoral training. This review of wage record matching results combined with participant characteristics and program services data is currently in progress.

In September 2020, the State was one of six state teams selected through an application process to participate in the Evaluation Peer Learning (EvalPLC) cohort. The EvalPLC is an interactive technical assistance forum with a focus on assisting states to assess readiness to design and conduct evaluations. The State team consists of Core WIOA partner agencies and local MassHire Workforce Boards. Agencies participating on the team include Executive Office of Labor and Workforce Development /MassHire Department of Career Services (title I and III), Adult Community Learning Services (title II), Massachusetts Rehabilitation Commission (title IV), Department of Transition (TANF/SNAP), the MassHire Hampden County Workforce Board, the MassHire Metro North Workforce Board, and Commonwealth Corporation.

Continuous Improvement

Participation in the EvalPLC cohort resulted in an evaluation action plan that identifies areas of strength and focused areas of opportunity for improvement in evaluation. Through this process the State seeks to enhance the capacity to conduct evaluations. The State team has also used participation in the EvalPLC cohort as an opportunity to focus on the development of a WIOA Evaluation Agenda. The WIOA Evaluation Agenda will guide the design and analyses of evaluations to review program impact and identify promising practices across WIOA Core Programs.

[*Reports*](#)

For the annual Massachusetts STEM Week in October 2021, Commonwealth Corporation published a research brief *See What You Can Do in STEM* which highlights key labor market information and trends in STEM industries and occupations. STEM jobs are vital to the Massachusetts economy with STEM workers representing over 20 percent of the workforce and the demand for STEM occupations is projected to grow at over twice the rate of all occupations.

Customer Satisfaction

[*State Approach*](#)

The state assessed customer satisfaction through a survey of participants and employers served under WIOA title I programs and Wagner-Peyser.

[*Methodology*](#)

The State sent the survey to 1,875 participants and 1,408 employers who received services provided at MassHire Career Centers. A total of 180 surveys were completed by program participants and 132 surveys were completed by employers.

[*Continuous Improvement*](#)

No information provided for this section.

For more information, visit:

[*Reports*](#)

Massachusetts Program Year 2020 WIOA Annual Report Narrative (1 Jan. 2022).

See What You Can Do in STEM. Commonwealth Corporation (brief 2021).

[*Links*](#)

Massachusetts Executive Office of Labor and Workforce Development

Michigan

State of Michigan Department of Labor and Economic Opportunity

Waiver

Waiver Implemented

The State of Michigan sought and was granted approval for the following:

- 1) Waiver to lower the minimum out-of-school youth (OSY) expenditure requirement to 50 percent for formula funding at both the state and local levels.
- 2) Waiver to eliminate the minimum OSY expenditure requirement for WIOA Statewide Activities funding when providing direct services to youth.
- 3) Waiver to substitute the WIOA state board membership requirements with alternate requirements which specify board membership, chairperson, and category/sub-category representation requirements.

Strategies

A waiver to lower the minimum OSY expenditure requirement to 50 percent for formula funding at both the state and local levels; and waiver to eliminate the minimum OSY expenditure requirement for WIOA Statewide Activities funding when providing direct services to youth

The State tracks these expenditures quarterly and annually in the Management of Awards to Recipients System (MARS). Should any area be identified as at-risk following a quarterly review, technical assistance is available and immediately provided.

Contracts were already in place based on the 75 percent OSY minimum when the waiver was granted. Changes to program planning and contracts take time to implement, so the effects of the waiver will also take time to evaluate.

Impact on Performance

A waiver to lower the minimum OSY expenditure requirement to 50 percent for formula funding at both the state and local levels; and waiver to eliminate the minimum OSY expenditure requirement for WIOA Statewide Activities funding when providing direct services to youth

Flexibility of funding has increased the State's ability to provide resources to meet the needs of all youth populations to ensure they have access to quality workforce development programming. Each of Michigan's local areas is meeting or exceeding a minimum of 50 percent for Appropriation Year 2020 in compliance with the waiver approval. The implementation of these waivers has not negatively impacted state or local area performance outcomes, as evidenced in the table below comparing PY20 data.

Receipt of these waivers has resulted in an increase in the percentage of In-School Youth (ISY) participation in work experience activities. Fifty percent of ISY participated in work experience activities in PY20 compared to 40 percent in PY19, resulting in

meeting the projected quantifiable outcome listed in the waiver request. Seventeen percent of ISY participated in tutoring, study skills, and dropout prevention services compared to 29 percent in PY19. Due to the COVID-19 pandemic and prioritization of health and safety of participants, service center staff, and educational partners, Michigan did not meet this goal. Difficulty connecting with ISY while they were out of school due to the COVID-19 pandemic was cited as the most prevalent challenge. Still, the State saw a 14.4 percent increase of ISY served in PY20 compared to PY19.

Waiver to substitute the WIOA state board membership requirements with alternate requirements which specify board membership, chairperson, and category/sub-category representation requirements

Projected programmatic outcomes resulting from waiver implementation included that the alternate state workforce development board composition would provide better support for true engagement of employers and education providers with the state's workforce development system. The composition also provides an enhanced opportunity for the creation of innovative solutions to the challenges employers in key sectors are facing. An increase in Michiganders possessing postsecondary credentials was also anticipated to occur. As of 2020, 49.1 percent of Michigan adults possessed either a postsecondary degree or short-term credential. This marks a 13 percent increase in the overall rate of education attainment for Michigan Residents between 2008 and 2019.

Data Validation and Data Integrity

State Approach

The State's Data Validation (DV) process covers both the accuracy of aggregate reports submitted to the USDOL on program activity and performance outcomes and the accuracy of individual data elements. The State conducts participant file review in compliance with the requirement to regularly monitor subrecipients of funding in accordance with 2 CFR 200.331(d). The State monitors the activities of the subrecipients regularly to ensure that the subaward is used for authorized purposes, in compliance with federal statutes, regulations, and the terms and conditions of the subaward, and that subaward performance goals are achieved. Source documentation is reviewed to verify participant eligibility, service receipt, case management, and outcomes.

DV file review will be conducted concurrently with comprehensive programmatic reviews on a biennial basis by Workforce Development (WD), at a minimum. In alternate years that MWAs are not selected for DV by WD, an internal review must be conducted with a report of the results submitted to WD for review. WD will review files of both active and exited participants. Participants selected will have a registration date on or after July 1st of three program years prior to the current program year. At this time, no fewer than 10 and no more than 45 files per program will be selected per review unless necessary for a targeted review. WD will use a progressive sampling model and use progressively larger samples as the data validation process evolves.

Methodology

During PY20, a data validation tool was created and is accessible to all One-Stop Management Information System (OSMIS) users. This tool uses a new random sampling feature added to the participant reports and allows users to select up to 100 random participants based on user specified report criteria. The random customers selected have a DV mapping worksheet

accessible which is directly sourced from TEGL No. 23-19, Attachment II, and is available for OSMIS participant records in title I and title III programs. This DV mapping worksheet outputs all data fields that have been deemed subject to data validation and allows users to view data element numbers, names, definitions, and source documentation for all applicable programs. The data validation worksheet outputs the PIRL value and the current OSMIS value for the specific record for convenience. Participant records must reflect accurate recording of data in accordance with definitions and allowable source documentation listed in the most recent DV guidance provided by the USDOL for all elements selected. If one of the selected elements fails to meet the federal definitions for source documentation, the entire record fails the DV process. The additional elements remain subject to validation and will be validated under the federal WIOA DV requirements. At the conclusion of the DV process, cumulative error rates for each element, by program, will be calculated based on all the participant records reviewed. WD will also calculate the error rate for each element, by program, for each of the selected Michigan Works! Agencies (MWAs). A satisfactory DV performance pass rate is 80 percent or higher of total files validated. MWAs who fail to achieve a satisfactory pass rate or fail to demonstrate compliant data collection standards for source documentation will be subject to technical assistance and/or a corrective action plan.

Additional Information

Michigan implemented several other tools and reports in the OSMIS that are used by state and MWA staff to validate the data submitted in the WIPS. These include:

- User Dashboard
- Quarterly Report Analysis (QRA)
- Aged Enrollment Emails
- Participant Individual Record Layout (PIRL) Admin Utility
- Participant Reports
- Performance Summary

Evaluation and Research

Activities and Methodology

An evaluation of the WIOA Youth program commenced during PY20. The purpose of this evaluation is to compare and evaluate trends in participation related to program eligibility barriers. Barriers and characteristics identified for youth participants are compared to those seen in the general population within a specific region and statewide.

Continuous Improvement

Findings from this evaluation will assist Michigan in identifying where there may be gaps in service delivery and highlight best practices in serving vulnerable populations.

Reports

In October 2021, Labor Market Information and Strategic Initiatives (LMISI) released a special issue of Michigan's Labor Market News Annual Economic Analysis Report. This is a general narrative on trends in the Michigan labor market in 2020. This issue was repurposed to review key labor market indicators for 2019 and describe the pandemic's impact on the state's labor market in 2020. It also spotlights the economic forecasts from the University of Michigan's Research Seminar in Quantitative Economics and lists Michigan's Relevant Rankings that looks at job losses between 2009 and August 2020 among the states and in Michigan's metropolitan statistical areas. LMISI issues monthly publications highlighting workforce data which incorporates relevant ongoing evaluations.

Customer Satisfaction

State Approach

Jobseekers

At the local level, there are several methodologies used to gather information about customer satisfaction. Although COVID-19 posed incredible service delivery challenges, the MWAs pivoted quickly to provide remote and virtual services. Activities such as talent tours, job fairs, workshops, and assessment testing were offered virtually to provide quick and excellent customer service to jobseekers. As a result of the new talent exchange process due to the pandemic, MWAs are also implementing an improved customer service survey to continuously work on gathering feedback from customers.

Methodology

At the local level, there are different methodologies used to gather information about customer satisfaction, including:

- Surveys completed by participants at the end of each program or workshop and during on-the-job training and work experience site reviews.
- Online customer satisfaction surveys available on resource room computers that individuals can complete at any time.
- Informal real-time feedback is utilized at all service centers, based on employees' daily interactions with customers and business service members' interactions with employers. Feedback is used to identify new opportunities or improvements to the way training, recruiting, and networking processes are completed.
- Program participants and service center customers are provided a customer satisfaction survey. Information is then analyzed and shared with management and administrative staff at least quarterly.

- Employers participating in local job fairs or hiring events are given surveys to gauge their satisfaction with the event or services being provided by Michigan Works! These surveys provide greater insight on employers' needs.
- The MWAs may also utilize specialized tracking systems, such as G*Stars, which allows individuals to complete surveys about their experiences.

Continuous Improvement

Continuous improvement of services to both employers and jobseekers is crucial to the State's workforce productivity and competitiveness. As part of the certification process for Michigan Works! Service Centers, the State requires that local workforce development boards and chief elected officials have a process in place to evaluate One-Stop service centers for the purposes of monitoring customer service levels and implementation of service improvement to employers and jobseekers. Based on feedback and information received from the surveys, actions taken toward continuous improvement include:

- Identifying ways to improve service delivery or addressing customer service training for staff based on trends or patterns identified in the surveys.
- Feedback received following workshops helps guide changes to curriculum for future workshops and/or the establishment of new workshops where individuals have identified that services are lacking or based on employer feedback as to whether potential jobseekers need additional assistance to meet their hiring needs.
- Tracking customer traffic has resulted in decisions about service center location and staffing, including expanding hours, additional staffing during busy hours, service center layout, etc. Reviewing customer service through mystery shopper calls and on-site visits.

For more information, visit:

Reports

Workforce Innovation and Opportunity Act, Annual Statewide Performance Report Narrative, Program Year 2020 (1 Dec. 2021).

Links

State of Michigan Department of Labor and Economic Opportunity

Minnesota

Minnesota Department of Employment and Economic Development

Waiver

Waiver Implemented

The State utilized three active waivers in PY20 to provide high-quality, cost-effective services to both out-of-school (OSY) and in-school youth (ISY); these are:

- 1) Waiver to allow the State to provide services to homeless ISY;
- 2) Waiver for ISY Individual Training Accounts (ITAs); and
- 3) Waiver of the 75 percent OSY expenditure requirement.

Strategies

Waiver to allow the State to provide services to homeless/foster youth

The State secured a waiver from USDOL that assures that WDAs have the flexibility to target services to ISY who meet USDOL's definition of homeless youth. A Minnesota Department of Education survey identified over 3,600 youth in grades 8–12 statewide who were homeless; over 75 percent were youth from Black, Indigenous, and people of color (BIPOC) communities. This waiver allows the state to reduce the required OSY expenditure rate from 75 percent to 60 percent for LWDAs who prioritize ISY who are homeless or foster youth.

Waiver of the requirement that states and local areas expend 75 percent of all Governor's reserve and local formula youth funds on OSY

The goal of the waiver was to allow the state to determine the right mix of ISY and OSY funding by waiving the requirement that 75 percent of the Governor's Reserve Funds for Direct Services be directed to OSY programs.

Impact on Performance

Waiver to allow the State to provide services to homeless/foster youth

This waiver provided six WDAs in PY20 with the flexibility to target homeless youth and foster youth while they are still in school. Services include provision of critical employment and training services to at-risk ISY without jeopardizing the delivery of services to OSY. In PY20, 61 percent of youth served in the City of Duluth were homeless/runaway or foster youth at the time of enrollment. Northwest Minnesota is a very rural, sparsely populated area: 16 percent of the young people served were homeless/runaway or foster youth at enrollment. Ramsey County Workforce Solutions served over 350 youth in PY20 with 20 percent (72) homeless/runaway or foster youth. Anoka County is also located in the metro area: 12 of 42 youth served in PY20 by Anoka County staff were homeless/runaway/foster youth at enrollment. Overall, of the 2,476 served by all 16 LWDAs, 604 (24%) were homeless/runaway/foster youth.

Waiver of the requirement that states and local areas expend 75 percent of all Governor’s reserve and local formula youth funds on OSY

In PY20, the State awarded \$250,000 of State Set-Aside funds/Governor’s Reserve funds to two agencies serving under-represented youth, using the YouthBuild program model: Goodwill/Easter Seals of Minnesota (targets OSY) and Southeastern Minnesota Workforce Development, Inc. (targets ISY). Both agencies (selected through an RFP process) provide services to youth between the ages of 16 and 24. The waiver eliminates the requirement that 75 percent of the funding be spent on OSY: the agencies have the flexibility to determine the mix of ISY and OSY.

Waiver for ISY individual training accounts (ITAs)

The COVID-19 pandemic impacted Minnesota’s use of ITAs: 106 were set up statewide. In PY20, 13 ITAs were set up for ISY and 93 for OSY. Overall spending on training for ISY was also down due to the pandemic.

Data Validation and Data Integrity

State Approach

The State is developing a data validation policy for the required core programs and non-core programs. The State will make the draft policy available to USDOL, and to its workforce partners for review and comments. The State did not conduct a data validation of its core program during PY20; however, it conducted a data validation for the Senior Community Service Employment Program.

Methodology

No information provided for this section.

Additional Information

The State is developing a data validation policy for the required core programs and non-core programs, and will make the draft policy available to USDOL, and to its workforce partners, for review and comments.

Evaluation and Research

Activities and Methodology

No information provided for this section.

Continuous Improvement

No information provided for this section.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

No information provided for this section.

Methodology

No information provided for this section.

Continuous Improvement

No information provided for this section.

For more information, visit:

Reports

Workforce Innovation and Opportunity Act, Minnesota Annual Report, Program Year 2020.
Annual Report Summaries.

Links

Employment and Training Funding Dashboard
Minnesota Department of Employment and Economic Development
MinnesotaWorks.Net

Mississippi

Mississippi Works - Mississippi Department of Employment Security

Waiver

Waiver Implemented

The State requested a waiver associated with the requirement at WIOA Section 129(a)(4) (A) and 20 CFR 681.410 that the State and local areas expend 75 percent of the Governor's Reserve youth funds and local formula youth funds on out-of-school youth (OSY). USDOL approved this waiver for PY19 and PY20. Under this waiver, the State and local areas may lower the expenditure requirement of Governor's Reserve and local formula funds from 75 to 50 percent for OSY.

Strategies

The local workforce development area (LWDA) has been able to build strategic partnerships to improve services and leverage resources for youth in the workforce area. They have enhanced linkages to local education agencies and other agencies and maximized the use of workforce programs. This is helping to build a progressive pipeline of employees for industry by exposing and linking youth in high school to short-term (up to two years) workforce programs after high school graduation.

The State's graduation requirements changed for students who entered the 9th grade in August 2018, and all students are required to complete a College and Career Readiness Course or complete 140 hours of work-based learning activities.

Impact on Performance

This waiver has helped the LWDA provide work-based learning opportunities and career exploration as well as mitigate dropout behaviors and improve student retention. Early intervention will increase attachment to the workforce and enrollment in postsecondary training.

Data Validation and Data Integrity

State Approach

The State conducts and documents data validation on a quarterly basis according to prior established processes and procedures. Training is conducted on an as-needed basis when requested by LWDAs. The State's Performance and Reporting Unit staff are required to attend annual USDOL training regarding WIOA guidance.

Methodology

During the preparation of the PIRL data, personnel of the National Strategic Planning and Analysis Center (nSPARC) at Mississippi State University reviews program data for errors, missing data, out-of-range values, and anomalies. The Performance

and Reporting Unit performs quarterly program reviews prior to presenting the results to the State's management for approval and certification.

Additional Information

During PY20, data validation was a high priority for the State. Along with the cooperation of nSPARC, the State's Performance and Reporting Unit initiated several projects to improve data integrity. These initiatives targeted data elements in all WIOA programs and included such topics as priority of service, proper resulting of services, and other miscellaneous topics.

Evaluation and Research

Activities and Methodology

No information provided for this section.

Continuous Improvement

No information provided for this section.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

The State disseminates a survey to monitor that local Workforce Investment Network (WIN) Job Centers are consistently meeting the needs of jobseekers and businesses in Mississippi.

Methodology

Measuring service and data quality for the WIOA customer satisfaction ratings were collected through a telephone survey of jobseekers and businesses who participated in WIOA workforce programs. Eligible jobseekers received help finding a job within the last several months and were either adults or dislocated workers.

Eligible businesses received a substantial service that had either been completed or was ongoing at the time of the survey. To improve the response rate, the State mailed a letter to each participant to be surveyed prior to the telephone survey. A total of 1,000 surveys were completed with each group accounting for 500 surveys.

The State developed three survey questions to determine jobseeker and business satisfaction. These questions focused on rating overall satisfaction with the services received; asked how closely the services received met the expectations of the jobseeker or business; and asked if the services received were ideal for an individual or business in the same circumstances.

Continuous Improvement

In addition to sharing the annual results with the local workforce areas and agency management, the State staff also participates in quarterly meetings with workforce managers ensuring that customer satisfaction remains a high priority. Feedback will be used by the four local workforce areas and results incorporated in customer service training for staff at WIN Job Centers.

For more information, visit:

Reports

Workforce Innovation and Opportunity Act in Mississippi, Program Year 2020 Annual Report.

Annual Report State Fiscal Year 2021.

Links

Mississippi Works - Mississippi Department of Employment Security

Mississippi Annual Reports Archive

Missouri

Department of Higher Education and Workforce Development
Missouri Job Center

Waiver

Waiver Implemented

The State received approval for five waivers to support workforce development activities and provide flexibility for individuals using WIOA programs.

- 1) On-the-Job Training (OJT) Waiver.
- 2) Incumbent Worker Training Waiver.
- 3) Waiver which required the state and local areas expend 75 percent of the Governor's reserve youth funds and local formula youth funds on out-of-school youth (OSY).
- 4) Eligible Training Provider Data Reporting Waiver WIOA Sections 116(d)(4)(A) and 122 and 20 CFR 677.230(a)(4) and (5) and 20 CFR 680.
- 5) Individual Training Account (ITA) for in-school youth (ISY) Waiver - 20 CFR 681.550.

Strategies

OJT training waiver

WIOA Section 134(c)(3)(H)(i) and 20 CFR 680.720(b) USDOL approved the State's waiver request to increase on-the-job training (OJT) employer reimbursement up to 90 percent through June 30, 2022, for WIOA title I Adult, Dislocated Worker, and Youth formula funds.

Incumbent worker training waiver

This waiver was requested to aid local areas' response to an increase in demand for workers during the COVID-19 pandemic. This request permits local areas to increase the allowable threshold for IWT from 20 percent to 50 percent.

Waiver which required the state and local areas expend 75 percent of the Governor's reserve youth funds and local formula youth funds on OSY

The State is a leader in the nation for apprenticeship programs. The State supports the registered apprenticeship program and continues to expand utilizing statewide funds and other grant funding. The Missouri Department of Higher Education & Workforce Development (MDHEWD) pledged to support opportunities for students and workers in high-growth industries throughout the state including health care, information technology, and advanced manufacturing sectors using this waiver.

Missouri had three main goals when requesting the OSY waiver: 1) establish pre-apprenticeships with Missouri High Schools and Career and Technical Education (CTE) programs averaging two pre-apprenticeship programs per school year, 2) increase in Measurable Skill Gains (MSG) for ISY, and 3) increase obtainment of industry recognized credentials for high school youth. This waiver has allowed Missouri to make considerable progress toward each of these goals.

OWD continues to work with CTE's to establish pre-apprenticeships through the Missouri Apprentice Ready program, which is funded with WIOA statewide funds. The programs are in development, and enrollments are planned to start in the fall of 2021 with industries including welding and equipment operator.

Eligible Training Provider Data Reporting Waiver WIOA Sections 116(d)(4)(A) and 122 and 20 CFR 677.230(a)(4) and (5) and 20 CFR 680

The Missouri Eligible Training Provider System (ETPS) is the mechanism for the state's eligible training providers. This waiver was needed to competitively procure a vendor to assist with building the system to collect and report the data. This was accomplished and Missouri is prepared to report the required data in PY21.

Individual training account (ITA) for in-school youth

This waiver was requested with the goal of establishing two pre-apprenticeships with Missouri high schools and Career and Technical Education (CTE) programs per school year and increasing measurable skill gains and credential attainment each year. Missouri continues to work with CTE programs and high schools to establish pre-apprenticeships through the Missouri Apprentice Ready program. Several programs are in development with enrollment planned to begin in the fall.

Impact on Performance

OJT training waiver

Missouri's Apprenticeship and Work-Based Learning Coordinators became subject matter experts in OJT and Show-Me Heroes OJT. Each Local Workforce Development Board (LWDB) region was assessed for specific local workforce needs, which included apprenticeship integration, to effectively engage employers and participants in OJT opportunities.

The Jefferson-Franklin local area utilized the OJT Waiver at the 90 percent reimbursement rate to the benefit of an OJT eligible participant. Because of this waiver, the participant negotiated a higher starting wage with the participating employer. This participant completed OJT training in January and remains successfully employed.

The reimbursement was impactful to both the local business and the participant. The local business was able to reduce their risk of hiring an individual who did not possess the required skills, and the participant was afforded the opportunity to establish a foundation with the local business and acquire the desired skills. This job seeker is now employed, skilled-up, and more marketable in the workforce. The business has benefitted by receiving an employee and experiencing one of the programs offered by the public workforce system.

The availability of the OJT and IWT waivers increased interest and enrollment into work-based learning programs and sustained program development throughout the pandemic.

Incumbent worker training waiver

Missouri's Apprenticeship and Work-based Learning Coordinator is a subject matter expert for the IWT program and began a learning cohort involving directors from each LWDB area during the first quarter of the program year. These regular efforts have grown LWDB participation from one region to six regions with 10 IWT programs. Through this waiver, the State has increased awareness and access to IWT training and boasts a record high number of 51 participants throughout the state. Regular engagement with LWDB Directors allows for technical assistance on work-based learning and apprenticeship programs.

Waiver which required the state and local areas expend 75 percent of the Governor's reserve youth funds and local formula youth funds on OSY

This waiver request provided local workforce development boards (LWDBs) the flexibility to serve more youth and young adults in work-based learning opportunities and the apprenticeship model regardless of school status. Missouri submitted a request to continue this waiver for PY21 and PY22 funds to continue making progress toward outlined goals.

The measurable skill gains (MSG) goal initially set for this waiver included all youth participants. The rate anticipated achievement for PY20 is 58.33 percent for all youth; and 62.59 percent for ISY.

The credential attainment goals initially set for this waiver included all youth participants. The rate anticipated achievement for PY20 is 58.22 percent for all youth; and 65.61 percent for ISY.

Individual training account (ITA) for ISY

During PY19, 51 ITAs were used for ISY. PY20 saw a slight decrease with only 47 ISY receiving ITAs. Presumably, low enrollments were due to the lack of in-person training availability offered because of the COVID-19 pandemic.

The measurable skill gains (MSG) goal initially set for this waiver included all youth participants. The rate anticipated achievement for PY20 is 58.33 percent for all youth; and 62.59 percent for ISY. The credential attainment goals initially set for this waiver included all youth participants. The rate anticipated achievement for PY20 is 58.22 percent for all youth; and 65.61 percent for ISY.

Data Validation and Data Integrity*State Approach*

No information provided for this section.

Methodology

Not applicable.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

No information provided for this section.

Continuous Improvement

No information provided for this section.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

Missouri's Issuance 04-2019 established customer satisfaction guidance, specific to the One-Stop Job Center recertification process, for both business customers and citizens receiving a service through a Missouri Job Center. In both cases, staff deliver surveys that include the issuance's minimally required citizen satisfaction questions in person, or by e-mail.

Methodology

Every customer that receives a service is given the opportunity to provide feedback on their customer experience during service delivery. Regional job center customer service teams receive weekly survey summaries, along with a review of regional monthly survey totals, as well as a comparison to totals from PY17, PY18, and PY19. Space is also available for regions to note highlights, comments, and goals to share with their teams.

Continuous Improvement

As Missouri searches for and implements an omni-channel approach of serving customers through multiple access points, the survey helps determine the wants and needs of customers, as well as the overall experience. This intentional approach is also a strategy to increase the overall response rate for surveys received from customers.

For more information, visit:

Reports

WIOA Missouri Annual Report 2020-2021 (Dec. 2021).

Links

Department of Higher Education and Workforce Development

Missouri Job Center

Montana

Montana Department of Labor & Industry

Waiver

Waiver Implemented

During PY20, the State had one approved waiver to allow the State Board to carry out the functions of the Local Board.

Strategies

Under this waiver, the State continued to allocate WIOA title I funds by local area. From each local area, funds are allocated to counties utilizing local unemployment and poverty data to ensure funds are distributed in a way to maximize service delivery.

Impact on Performance

County-elected officials sit on the State Workforce Investment Board (SWIB) and provide local input into activities carried out throughout the State.

Data Validation and Data Integrity

State Approach

During PY20, MDLI revamped and rewrote the Data Validation policy to ensure that it complies with TEGL No. 7-18 and TEGL No. 23-19 guidance. In addition, during the data validation process, monitoring staff conducted more outreach with providers which included entrance and exit interviews. These sessions provided monitoring staff an opportunity to share and discuss the updated Data Validation policy and procedures to safeguard service providers' comprehensive understanding of data validation requirements and expectations.

The data validation requirements apply to WIOA Core Programs and the Trade Adjustment Assistance (TAA) Program, and Non-Core Programs.

Methodology

Montana's Data Validation process consists of two main components - report validation and data element validation.

Report validation (RV)

RV is accomplished by processing an entire file of participant records to check the accuracy of the state calculations used to generate the USDOL quarterly and annual performance reports submitted through the Workforce Integrated Performance System. In addition, the state conducts quarterly queries of the MIS database to report and correct errors or missing data found in participant records to ensure all applicable records are reported on accurately in quarterly and annual performance reports.

Data element validation (DEV)

The DEV process is conducted annually using samples of PIRL data to assess accuracy against source documentation for program exiters' files to ensure compliance with federal definitions.

Additional Information

The State's DV procedures also include the following:

- Recording retention time frames based on Primary Indicator of Performance exit date; not the date that the participant stops receiving Veteran, Wagner-Peyser, WIOA, or TAA services.
- Monitoring team provides service providers and program managers with a written summary of identified errors or missing data and a request to correct the inaccuracies.
- Monitoring team and Reporting Analyst provide technical assistance.
- Service providers respond in writing when all inaccuracies and/or inconsistencies have been corrected.

The State's monitoring staff will attend data validation training annually. The State's Monitoring, Audits, Performance and Sanctions Policy details monitoring protocols, consistent with 2 CFR 200.328 to ensure program staff are following written procedures. A review of program data that includes the USDOL required elements will be conducted on an annual basis and the data validation process will be assessed annually for effectiveness.

Evaluation and Research

Activities and Methodology

The State implemented research projects on the labor market to gain a better understanding of the labor market environment and provide information for strategic decision-making. The State partnered with the Federal Reserve Bank of Minneapolis to conduct a survey of Montana businesses to examine their perspective on childcare as a barrier to hiring workers and use as a recruitment and retention tool. The partnership also included a survey of Job Service Montana (JSM) workforce consultants to gain understanding of the barriers facing workers engaged with the labor market and the difficulties employers are having recruiting and retaining workers.

The Incumbent Worker Training (IWT) grant-funding process included a grantee post-evaluation of projected outcomes versus actual outcomes. The intent of the evaluations were to measure the grant's return on investment and learn more about the impact of COVID on the program's participants and their training.

Continuous Improvement

The State continued to improve the agency's access to program-related data in a variety of forms via dashboards and data accessibility tools. These tools provide visual analytics of labor market information and program activities to inform managers,

workforce consultants, and other staff for decision-making purposes. Easy access to downloadable data on program activities provides improvement in monitoring and auditing, information sharing, and management decisions.

The State was quick to respond to the COVID-19 pandemic by standing up new dashboards, providing up-to-date economic information on jobless claims, unemployment, payroll jobs, and job postings. These dashboards provide statewide and local information and are valuable in planning and operations. The State continued to improve data availability for case managers and program managers with new dashboards on program participation trends and outcomes. These are only available internally for MDLI staff and are valuable when managing caseloads and identifying areas of improvement.

The State continued to improve the dissemination of the information learned from labor market research to JSM workforce consultants. Economists at MDLI shared research in monthly webinars so that workforce consultants remained up to date on changing economic conditions. This information-sharing was especially important as the labor market faced major changes as a result of the COVID-19 pandemic.

Reports

The State completed an in-depth report on one of its workforce programs, providing descriptive information on participants and basic outcomes for MRAP. This annual report offers information on participant demographics as well as program participation trends that are valuable for program planning. The report is available publicly online.

Available reports include:

- Registered Apprenticeship Program Data Report
- Childcare Business Survey – Impacts of Child Care on the Montana Workforce

Customer Satisfaction

State Approach

The State recognized that a customer- and human-centered approach offers more favorable outcomes. After Job Service Montana (JSM) staff received training, they began working on the development and implementation of services based on customer needs and wants. The One-Stop Operator, MDLI economists, and the SWIB Director worked together to develop the initial steps in gathering customer satisfaction feedback from all title 1B Adult, Dislocated Worker, and Youth participants who exited services each month. During PY20, processes were refined, and survey results were shared more widely.

Service providers regularly elicited feedback from business partners and Wagner-Peyser customers related to hiring events, career and resource fairs, workshops, and virtual trainings.

The IWT grant-funding process included a grantee post-evaluation of projected outcomes versus actual outcomes. The intent of the evaluations were to measure the grant's return on investment and learn more about the impact of COVID-19 on the program's participants and their training.

Methodology

No information provided for this section.

Continuous Improvement

A seven-person JSM team created a survey for customers served by JSM workforce consultants. The survey, approved by Montana's administrative staff and created in Microsoft Forms, can be emailed, printed, or provided in-person to customers. The next step is a three-week trial in five JSM offices to collect data about the following: rate of returns for emails; personal visits versus virtual visits; and best practices. The team also updated the WIOA Adult and Dislocated Worker participants' survey, seeking an increase in both the response rate and amount of information.

For more information, visit:

Reports

Workforce Innovation and Opportunity Act (WIOA), Annual Statewide Performance Report Narrative – PY 2020.

Holom, N. (Oct. 2020). *Registered Apprenticeship Program Data Report*. Montana Dept. of Labor & Industry.

Watson, A. (Nov. 2020). *Impacts of Child Care on the Montana Workforce: Results from a Survey of Montana Businesses*. Montana Dept. of Labor & Industry. Federal Reserve Bank of Minneapolis.

Links

Montana Department of Labor & Industry

Montana Labor Market Information, Job Tracking Dashboards

Nebraska

Nebraska Department of Labor

Waiver

Waiver Implemented

During PY20, the State did not have waivers in place.

Strategies

Not applicable.

Impact on Performance

Not applicable.

Data Validation and Data Integrity

State Approach

The State has established data validation procedures for title I Adult, Dislocated Worker, and Youth programs and title III Wagner-Peyser Employment Service, the purposes of which are to:

- 1) Verify that the performance data reported to ETA are valid, accurate, reliable, and comparable across programs.
- 2) Identify anomalies in data and resolve issues that may cause inaccurate reporting.
- 3) Identify acceptable source documentation required for data elements; and
- 4) Improve program performance accountability through the results of data validation efforts.

Methodology

Through the State's management information (NEworks), data is validated quarterly and annually through a large-scale, four-step system-automated data validation protocols, three of which involve WIPS and the fourth involving SWIS.

The four-step process includes:

- 1) The State's vendor for NEworks provides a full PIRL file daily through secure file transfer, which is then uploaded to the WIPS data validation and reporting clearinghouse during quarterly and annual reporting cycles.
- 2) In WIPS, the full PIRL file passes through preliminary data validation and edit check protocols, scanning all individual and programmatic data elements. The edit check searches for date range errors and inconsistencies, anomalies, and waterfall errors (i.e., if element a=1, then element b cannot=2).

- 3) Once the full PIRL file successfully clears the edit check protocols, full PIRL reports are certified by the State.
- 4) A similar data validation and edit check process for wage data occurs simultaneously in the SWIS clearinghouse during quarterly and annual reporting cycles. The data goes through an import/export/validation process within NEworks and is then inserted as aggregate data into the full PIRL file, after which the data is retired from NEworks.

Records sampling

The State's management information system (NEworks) is now capable of generating random sample reports for use during data validation. Random samples for title I Adult, Dislocated Worker, and Youth program and title III Wagner-Peyser Employment Service can be drawn based on the sample size requirements using a confidence level of 95 percent and confidence interval of 15.

Validating

Data validation is based on the following guidelines.

1. Each case in each sample is evaluated, comparing the information in NEworks for the data element to the source documentation provided in ECM or NDM, to determine if source documentation is a) present for data elements applicable to the respective program; and b) an acceptable form of source documentation is present for the applicable data element.
2. For most data elements, multiple forms of source documentation are acceptable under TEGL No. 23-19. If multiple types of source documentation are present in ECM or NDM for the same data element and the sources conflict, the most objective source should be used to determine if the data element is valid and accurate. Following the completion of data validation, the State WIOA Monitor provides a report to the NEworks administrator for evaluation.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

During PY19, the State identified the need to enhance its continuous improvement strategies across the State's entire One-Stop delivery system. After preliminary discussions and planning during PY19, the State contracted with an external evaluator during the first quarter of PY20. The evaluator focused on identification of barriers to success and adaptations for service delivery in pandemic and post-COVID-19 pandemic economic environments and assessed the State's four comprehensive American Job Centers and 10 affiliate sites, incorporating both qualitative and quantitative analysis. Results of the study were available during the third quarter of PY20 (it is important to note the timing of the study, which was conducted during the height of the pandemic).

All staff in all 14 offices of the State's Reemployment Services Division were interviewed/surveyed, including staff at the Director, Administrator, Regional Manager, Supervisor, and Case Manager levels.

Continuous Improvement

Staff at all levels identified two key opportunities for continuous improvement: 1) more frequent programmatic training opportunities with state-level program leaders: NDOL leadership formalized a programmatic training structure; and 2) training with staff from NDOL's Unemployment Insurance division, which resulted in a process-improvement project on "meaningful assistance", which was implemented during the first quarter of PY21 for all title I and III staff.

Reports

No additional information provided for this section.

Customer Satisfaction*State Approach*

The State delegated responsibility for assessing customer satisfaction to local workforce development areas, as each local area should be best positioned to develop and implement appropriate methods for assessing customer satisfaction among title I program participants and local area employers. Each local area provided information regarding its customer satisfaction outreach efforts during PY20 for their respective title I Adult, Dislocated Worker, and Youth participant and employer populations.

*Methodology***Greater Lincoln Workforce Development Area**

It was not possible to determine whether the results of Greater Lincoln's customer satisfaction outreach to its title I Adult, Dislocated Worker, and Youth participant populations are generalizable to or representative of the total population of each program.

- While Greater Lincoln reported 303 participants responded to customer satisfaction surveys, a denominator was not provided, so an overall response rate is not calculable.
- Greater Lincoln provided no indication as to which programs the respondents were enrolled or whether the respondents were active or exited participants.
- Rather than using a random sampling methodology, Greater Lincoln used a convenience sampling methodology, surveying customers who visited the AJC.

The response rate for Greater Lincoln's surveyed employers was 11.2 percent, with 15 out of 134 targeted employers responding. Considering the detrimental effects of the pandemic on Nebraska's employers during PY20, the 11.2 percent response rate may be reasonable. However, the sample of 134 employers was reported as a targeted sample rather than a random sample. Further, the total population of employers served by Greater Lincoln during PY20 was not reported. Based on the targeted sampling methodology and the lack of information on the total employers-served population, it is not possible to determine the generalizability or representativeness of the results of outreach to Greater Lincoln employers.

Greater Nebraska Workforce Development Area

Greater Nebraska surveyed its title I Adult, Dislocated Worker, and Youth participant populations to determine customer satisfaction.

- In September 2020, Greater Nebraska contacted 4,915 participants, with 1,287 responding resulting in a response rate of 26.2 percent. In addition, Greater Nebraska contacted an additional 5,000 participants in December 2020, with 359 responding resulting in a response rate of 7.2 percent, which could be considered a low response rate but may be reasonable considering the time of year (holiday season). The combined response rate for Greater Nebraska's September and December 2020 customer satisfaction outreach efforts was 16.6 percent.
- Greater Nebraska's sampling methodology for both cycles of customer satisfaction outreach resulted in widespread outreach to individuals who received services during the prior 90-day period. This is a statistically sound sampling methodology. However, Greater Nebraska provided no indication as to which programs the respondents were enrolled or whether the respondents were active or exited participants.

Greater Nebraska contacted 2,500 employers, with 85 employers responding resulting in a response rate of 3.4 percent. Considering the pandemic's effect on Nebraska's employers during PY20, this response rate could be considered reasonable even though it is quite low.

Greater Omaha Workforce Development Area

Greater Omaha's title I service providers submitted customer satisfaction information separately, one submission by the service provider for the Adult and Dislocated Worker programs and one submission by the Youth program service provider.

Title I Adult, Dislocated Worker, and Youth programs: The service provider for Greater Omaha's Adult and Dislocated Worker programs issued a survey to 280 participants, with 40 participants responding resulting in a response rate of 14.3 percent. The service provider also issued a COVID-19 survey to 271 participants, with 40 participants responding resulting in a response rate of 14.8 percent. Greater Omaha's Youth program service provider contacted 150 participants, with 119 responding for a response rate of 79.3 percent.

Employers: In March 2021, the service provider for Greater Omaha's Adult and Dislocated Worker programs contacted 71 employers, with 20 responding resulting in a response rate of 28.7 percent. The service provider also contacted 43 employers in August 2020, with 27 responding resulting in a response rate of 62.8 percent. Greater Omaha's Youth program service provider contacted 25 employers but received no responses.

Greater Omaha's Adult and Dislocated Worker program service provider submitted the survey questions issued to program participants and employers. Greater Omaha's Youth program service provider did not provide the survey questions it issued to employers but did provide generalized topics addressed in the surveys it issued to participants.

Continuous Improvement

Based on the content of the summaries, the State will provide follow-up technical assistance to all local areas on best practices for customer satisfaction outreach concerning the development of effective and reliable customer satisfaction outreach methods and tools, including survey construction; the significance of random sampling compared to targeted and convenience sampling; the need for generalizability and representativeness of outreach results to participant and employer populations; and use of customer satisfaction outreach results for continuous improvement.

Greater Lincoln Workforce Development Area

This area engaged a third party to conduct a continuous improvement study (*Secret Shopper Project Final Report*), which yielded meaningful results that will lead to improvement of services through the Greater Lincoln One-Stop delivery system should the local board act based on the results of the study.

Greater Omaha Workforce Development Area

The substance and/or focus of the survey questions provided to the State by the Greater Omaha Workforce Development Board's service providers were insufficiently related to customer satisfaction topic areas that should be evaluated to ensure continuous improvement, including: the way in which customers access services; overall satisfaction with services provided; satisfaction level regarding the courteousness, knowledge, and responsiveness of staff; timeliness of services provided; accessibility and availability of program services, including priority of service for Veterans and adults; physical accessibility of the One-Stop delivery system and One-Stop centers; and ideas for improvement.

For more information, visit:

Reports

State of Nebraska, Annual Performance Report Narrative, Program Year 2020, July 2020 – June 2021 (30 Nov. 2021).

Rakestraw, D. et al. *Secret Shopper Project Final Report*. Public Policy & Management, Wichita State University.

Links

Nebraska Department of Labor

Nevada

Nevada's Workforce Development Boards

State of Nevada Department of Employment Training and Rehabilitation

Waiver

Waiver Implemented

The State was granted four waivers, which were approved through June 30, 2021. These waivers included:

- 1) Waiver of the requirement for eligible training providers (ETPs) to collect performance data for all students in a training program.
- 2) Waiver to increase on-the-job training (OJT) employer reimbursement up to 90 percent for businesses with 50 or fewer employees.
- 3) Waiver of the requirement that states and local areas expend 75 percent of all Governor's reserve and local area formula youth funds on out-of-school youth (OSY).
- 4) Waiver allowing the use of individual training accounts (ITAs) for in-school youth (ISY).

Strategies

Waiver of the requirement for ETPs to collect performance data for all students in a training program

This waiver removes the obligation for ETPs to report performance data on all students in a training program. Effective July 1, 2021, the State's reporting obligation was restored.

Waiver of the requirement that states and local areas expend 75 percent of all governor's reserve and local area formula youth funds on OSY

Approved for PY19 and PY20, the State may lower the expenditure requirement to 50 percent of OSY. USDOL expects the number of ISY served will increase and performance accountability will remain steady or increase.

Waiver to increase OJT employer reimbursement up to 90 percent for businesses with 50 or fewer employees

The OJT waiver permits the State and its local workforce areas to increase the reimbursement rate for OJT contracts up to 75 percent. The State may also reimburse up to 90 percent for OJT for businesses with fifty or fewer employees.

Waiver allowing the use of ITAs for ISY

The ITA waiver allows the State to waive the requirement limiting ITAs to only OSY, ages 16–24 and permit the State to use ITAs for ISY ages 18–21.

*Impact on Performance***Waiver of the requirement that states and local areas expend 75 percent of all governor's reserve and local area formula youth funds on OSY**

For the expenditure waiver, USDOL expects the number of ISY served to increase, while performance accountability to remain steady or increase.

Waiver to increase OJT employer reimbursement up to 90 percent for businesses with 50 or fewer employees

For the Adult and Dislocated Worker programs statewide, utilization of OJT has increased by 16.5 percent when comparing PY19 to PY20. When adjusted for changes in program design as a result of a procurement, the utilization has increased 391 percent or 90 OJTs. The average OJT wage has also increased from \$12.82 to \$14.81. Increases were realized across the 90 percent reimbursement category accompanied by a decline in the 50 percent category. There have also been significant increases in the 75 percent category associated with local policy. Additionally, there were 31 OJTs which were not associated with the waiver within the National Dislocated Worker Grants. OJTs are being implemented through a combination of partnerships. In Southern Nevada, there are now four business hubs as the result of partnerships with local chambers, library districts, local municipalities and DETR. The OJT is an important service component within the business hubs which benefits both the employer and the participant. In Northern Nevada, OJTs are being implemented through partnerships with trade groups and local apprenticeships. The result is high wage placements with an average wage around \$30.00.

OJTs were provided to a wide variety of individuals with barriers to employment, including: 188 Low-income or individuals on public assistance; 33 Individuals with a reentry background; 3 Individuals with disabilities; 9 Veterans; 84 Dislocated Workers.

Waiver allowing the use of ITAs for ISY

For the Youth program, ISY enrollments increased from 46 in PY19 to 169 in PY20, a 122 percent increase. The overall mix of ISY enrollments also increased from 7 percent to 23 percent. Southern Nevada has continued to develop strategies to strengthen and align youth enrollments such as:

- In partnership with Clark County School District (CCSD), the first cohort of workforce fellows was launched in September. The purpose of the partnership was to educate high school counselors about resources within the public workforce system. The total number of fellows with CCSD will be increased in PY21. Also, based on the success of the first cohort, the Southern board plans to launch a workforce fellowship program in partnership with the Department of Juvenile Justice (DJJS).
- Through a partnership with DJJS, no cost space will be utilized to implement youth centers.
- Through a partnership with CCSD and DETR, behavioral schools in Clark County will also be targeted for ISY.

Impact on program performance is problematic to assess given that over 50 percent of the PY20 enrollments are currently active and most exits have been in 2021. Most indicators will not be available until next program year. Although the local areas met or exceeded most of the performance indicators for PY20, the effects of mandatory stay at home orders and business shutdowns

were evident in youth programs. The 2nd Quarter and 4th Quarter employment indicators reflect the high unemployment levels seen from March to June of 2020. Youth indicators of performance were especially impacted by: High youth unemployment rates; Challenges associated with distance learning, including graduation rates; and Inability to test for Measurable Skills Gains due to mandatory closures.

Data Validation and Data Integrity

State Approach

The State uses several strategies for data element validation (DEV).

Methodology

First, the WIOA program monitoring worksheets that are utilized for on-site reviews have been updated to include the elements outlined in the Source Documentation Requirements for Programs Guide issued by USDOL. Additionally, program staff assigned to WIOA conduct desktop monitoring to validate that the correct data is being captured. Also, each quarterly PIRL report is analyzed by the DETR WISS Automated Reporting team with program staff. Lastly, the State's MIS system, EmployNV, has been updated to create audit forms for conducting DEV. This new programming allows for PIRL data elements to be audited by program funding. Elements can be limited to program-required only elements as needed for auditing purposes. With this new programming comes the modification of the Data Sample Request page to accommodate selection of the new audit templates.

Additional Information

No additional information for this section.

Evaluation and Research

Activities and Methodology

No information provided for this section.

Continuous Improvement

No information provided for this section.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

During PY20, the State's customer survey system was changed from Opinionmeter to SARA. While Opinionmeter relied on computers at each Job Connect office to gather survey data, SARA is designed to contact clients/consumers via text and/or email. The switch to SARA proved advantageous during the pandemic.

SARA was developed by The Career Index (TCI) and was offered for state piloting by the U.S. Dept. of Education, Rehabilitation Services Administration (RSA). The State participated in that state pilot. Nevada was one of three states nationwide that was awarded this Workforce Innovation Pilot Project (with Alaska and Kentucky). Subsequently, DETR successfully applied for and was awarded a competitive grant from the USDOL in October 2016 that included \$1,400,000.00 each year for two years for statewide implementation of the SARA software. DETR applied for and received a one-year extension on the grant with access to one year's worth of the funding through September 30, 2019. With the successful outcomes from case managed individuals, the State has agreed to continue its agreement with TCI and discussions are in place for them to take over the entire customer survey experience.

Methodology

SARA is a cloud-based virtual assistant software designed to contact clients/consumers via text and/or email that provides a two-way communication pipeline between SARA and the client, recording these communications directly into Nevada's workforce management information system (MIS), EmployNV, and case notes.

SARA can perform some of the more menial tasks and data entry for staff, thereby freeing up their time for more complex tasks and increased direct customer service.

SARA can also communicate shared information between statewide agencies, facilitating potential common registration.

SARA collects common performance measure data directly from the client including employment information, wages, credential attainment and skill gains.

A client/consumer may take a picture of a wage stub or credential and send the image to SARA, where it is then uploaded into the individual's EmployNV case notes.

At the conclusion of the communication, SARA sends a request to the client to complete a customer satisfaction survey.

Continuous Improvement

No information provided for this section.

For more information, visit:

[Reports](#)

Annual Report Program Year 2020, July 2020 – June 2021 (1 Dec. 2021).

[Links](#)

Nevada's Workforce Development Boards

State of Nevada Department of Employment Training and Rehabilitation

New Hampshire

State Workforce Innovation Board
New Hampshire Business and Economic Affairs

Waiver

Waiver Implemented

For PY20, the State requested and received approval for the following waivers:

- 1) Waiver of the obligation of eligible training providers (ETPs) to collect performance data on all students in a training program at WIOA Sections 116(d)(4)(A) and 122 and 20 CFR 677.230(a)(4) and (5) and 20 CFR 680.
- 2) Waiver of the requirement that states and local areas expend 75 percent of all Governor's reserve and local area formula youth funds on out-of-school youth (OSY).

Strategies

Waiver of the obligation of ETPs to collect performance data on all students in a training program

The purpose for requesting this waiver was to reduce the burden on training providers to require collection and reporting of performance-related data on all students participating in training programs listed on the State's Eligible Training Providers List (ETPL). This waiver would help the State achieve several goals, among them:

- Reduce the burden on training providers to submit performance information to the state, which may not be readily accessible to the provider, reduce time, and expense spent on reporting. Reducing this time and expense requiring training providers to report on all customers will allow the program to focus on providing quality training and outcomes for WIOA participants.
- Ensure that local areas have sufficient numbers and variety of training providers necessary to create an effective marketplace of training programs for WIOA participants utilizing Individual Training Accounts (ITAs). More training providers will allow greater utilization of ETPL by individuals pursuing training via ITAs, and this will allow New Hampshire Works staff to respond quickly and efficiently to immediate local jobseeker and employer needs.
- More training providers may lead to lower cost and offer more robust demand-driven training options.
- Eligible providers will be less susceptible to transmitting sensitive data on all students, such as social security numbers, that may conflict with FERPA and leave students open to identity theft and privacy considerations.

New Hampshire is a rural state consisting of a Single-State Local Area and 12 One-Stop centers. Providers include New Hampshire's community colleges, a considerable number of public and private for-profit schools, colleges, and universities, adult education, and nonprofit community-based organizations. Most providers do not have internal systems or capacity to produce the "all students" performance data and are susceptible to potential violations of student privacy if transmitting data for all students.

Granting this waiver will allow the State to continue to work on offering a more robust ETPL and more effectively address customer and employer needs.

Waiver of the requirement that states and local areas expend 75 percent of all Governor’s reserve and local area formula youth funds on OSY

This waiver would permit the State to:

- Serve youth according to local and statewide need - Provide local and state-level flexibility to serve OSY and ISY in a way that best meets each workforce area’s needs according to population, resources, economy, employment outlook, and other labor market factors.
- Continue serving OSY as a priority population – Continue to give priority of service to OSY and achieve any OSY expenditure target authorized by USDOL through this waiver request.

This waiver would permit the SWIB the opportunity to determine how best to meet the educational and training needs of youth, regardless of school status, and specific to the population, geographical location, and economic and employment conditions of each workforce area. The flexibility to design and offer the right mix of programming to meet local economic needs is germane to the State’s overarching goal to create and support a workforce of young people qualified and prepared to meet the current and future needs of employers in their workforce areas and throughout the state.

Impact on Performance

Waiver of the obligation of ETPs to collect performance data on all students in a training program

Significant efforts have been undertaken for ETPs to provide data so that performance measures can be calculated to determine effectiveness. In PY20, the State will have two years of performance data (PY17 and PY18). A review will be undertaken to determine performance outcomes and next steps regarding warnings or removal of program eligibility for a one-year period in keeping with state policy. It is anticipated that sample size will be considered and availability of program in the respective geographic area of the state.

Waiver of the requirement that states and local areas expend 75 percent of all Governor’s reserve and local area formula youth funds on OSY

In PY20, New Hampshire expended 86 percent of its youth funds on OSY thus exceeding the federal requirement.

Data Validation and Data Integrity

State Approach

The State’s Office of Workforce Opportunity (Youth Funding) and WIOA sub-recipients, Southern New Hampshire Services (Adult Funding), New Hampshire Employment Security (Dislocated Worker Funding) conducted internal data validation reviews as part of the regular monitoring.

Methodology

As part of the State's on-site monitoring, subrecipient files are sampled to ensure compliance and accuracy. The process entailed comparing source documents with the documentation submitted in the State's Job Match Case Management System as well as ensuring that notes and employability plans data coincide.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

The State's Employment Security (NHES), Economic and Labor Market Information Bureau conducted one specific system evaluation for both PY19 and PY20 to measure the effects of the COVID-19 pandemic. The report provided an Estimated Economic Impact of WIOA Expenditures in the State for both 2019 and 2020. The NHES Economic and Labor Market Information Bureau (ELMI) used an Input/Output Model to estimate the impact of WIOA expenditures on New Hampshire, using the REMI PI+ model developed by Regional Economic Models, Inc. The updated version of the Policy Insight model generates estimates of the total regional effects of any specific policy initiative. The model is calibrated to New Hampshire for policy analysis and forecasting.

Additional PY20 WIOA monitoring activities:

- Office of Workforce Opportunity staff completed 51 individual program and fiscal desk reviews.
- Annual "virtual" on-site visits were conducted due to the COVID-19 pandemic. These remote reviews generated 21 program and fiscal reports. There were no major corrective action items or disallowed costs resulting from these monitoring activities.
- On-site "virtual" reviews with service providers included Equal Opportunity monitoring.
- Desk reviews and "virtual" on-site reports document the on-going concerns regarding the under-enrollment and under-expenditure of funds for the WIOA Dislocated Worker program, the Mature Worker Demonstration project, and the National Emergency Health Grant (Opioid Grant). All three programs faced challenges meeting performance throughout the program year.

Continuous Improvement

No information provided for this section.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

The State distributes a *WIOA Adult and Dislocated Worker Customer Satisfaction Survey* through Survey Monkey to all WIOA Customers who obtain employment and exit the program. The survey is issued to all existing customers; Dislocated Worker, Adult, Mature Worker (MWG), and National Health Emergency (NHEG).

Methodology

The State sends the survey to WIOA Adult and Dislocated Worker customers using two methods, a direct web link or an email from Survey Monkey. When a customer obtains employment, a Career Navigator sends the survey via web link once employment details are entered into the Job Match System (JMS), the State's case management reporting system. Customers also receive an automated Survey Monkey email after their file exits in JMS. A Survey Monkey reminder email is sent to the customer weekly until the survey has been completed.

Survey results are tracked weekly using an excel spreadsheet. Data captured in the spreadsheet includes Exited Customers, number of surveys sent, and the number of surveys completed. The spreadsheet is sorted to track completed surveys by office and by the Career Navigator. Other data points tracked are customers who opted out and/or bounced emails. Opted out and bounced email addresses are not included in the overall completion rate.

For PY20, the State was able to exceed its 50 percent completion rate goal.

Continuous Improvement

No information provided for this section.

For more information, visit:

Reports

State of New Hampshire Workforce Innovation and Opportunity Act (WIOA) Annual Report For the period July 1, 2020 through June 30, 2021.

Links

State Workforce Innovation Board

New Hampshire Business and Economic Affairs

NHWorks

New Jersey

New Jersey Department of Labor and Workforce Development

Waiver

Waiver Implemented

No information provided for this section.

Strategies

Not applicable.

Impact on Performance

Not applicable.

Data Validation and Data Integrity

State Approach

The State has an established data validation unit (DVU) assigned to the Division of Workforce Research and Analytics. DVU is primarily responsible for assuring the integrity of the State's WIOA titles I & III, Trade Act (TA), Senior Community Service Employment Program (SCSE), and Unemployment Insurance (UI) program reports in accordance with Federal and State law and regulations. Title II report and data element validation is conducted annually by DVU in concert with title II staff. Title IV staff is responsible for validating their required reports. DVU conducts a variety of WIOA data validation activities within specific timeframes (quarterly, and annually). This data validation effort is designed and serves to strengthen the workforce system by ensuring that accurate and reliable information on program activities and outcomes is produced.

Methodology

Report validation relies on edit checks to verify accuracy of the state calculations used to generate quarterly and annual performance reports as submitted through the WIPS, the annual title II report as submitted through the National Reporting System for Adult Education (NRS), and the quarterly Rehabilitation Services Administration (RSA) 911 report as submitted through the AWARE management information system to RSA. Title I and III edit check errors are evaluated by both DVU and the reporting unit. System anomalies are reported to a state vendor for resolution and tracked by the reporting unit.

Data Element Validation checks the integrity of individual records in accordance with TEGL No. 7-18 and TEGL No. 23-19 as appropriate. A sampling methodology has been developed for titles I and III to evaluate annual reported values of the 24 core elements against actual activities. This entails retrieving extracts from the WIPS for dates corresponding to the core performance measures of the annual report (ETA 9169) for each title I funding stream and title III. The files are then randomized and sample

chosen for evaluation. A minimum of 5 records for each of the State's 18 local areas for each core performance measure are evaluated. The evaluation includes annual desk audits and annual local area file review. Quarterly activities include evaluation and correction of WIPS edit check errors and analysis of failing measures in the USDOL Quarterly Report Analysis (QRA).

Data validation result summary reports are issued to program management and local area offices at the completion of each data validation program monitoring to maintain quality/effectiveness. Case management system errors are reported to the State's system vendor and tracked by the reporting unit. DVU, in conjunction with the State's workforce monitoring partners, issue and track corrective actions, and conduct training and technical assistance for local areas.

Additional Information

A system for validating title IV ETA 9169 submission of the 24 core elements is in progress under the direction of title IV staff. DVU, in conjunction with title II staff and their case management system vendor, have developed tables to allow the extraction of individual reported records against the 24 core elements.

All policies and procedures for data validation operations are stored in a shared-drive folder accessible to the DVU staff for guidance/reference purposes. Additionally, DVU uses Standard Operating Procedures for all data validation programs, including those specifically for the WIOA program. DVU staff also developed a set of data validation best practices.

Evaluation and Research

Activities and Methodology

A process evaluation of the integration of title I (Workforce Development) and title II (Adult Literacy) services under WIOA in New Jersey

The State conducted a process evaluation to examine the services in WIOA titles I and II programs to obtain a comprehensive understanding of the degree to which services under WIOA titles I and II are integrated in New Jersey. The evaluation also seeks to identify the challenges local areas face during implementation. The target population for this study include those who are eligible for RESEA services in the state.

RESEA Evaluation – Impact Evaluation Study

The impact evaluation study would conduct a three-group random control trial (RCT) to assess the effects of virtual job search assistance services and text alert notification services on jobseekers' duration of unemployment and on wages after reemployment. The study will measure the overall impacts of the virtual RESEA implementation on Unemployment Insurance (UI) duration, employment, and earnings. It will also analyze the role of different components of the program in achieving those impacts. The study would consist of three groups, two "treatment" groups and one "control" group. Treatment Group A receives RESEA services that are currently being implemented during COVID-19, while Treatment Group B will be sampled from the pool of RESEA eligible database and will receive the same services as those offered to Treatment Group A. The latter group will also gain access to a virtual employment services portal and push notifications. Jobseekers in the Control Group are assigned to a no-treatment control condition for comparison purposes using administrative data.

SETC Performance Dashboard

The dashboard displays high-level performance data to support evidence-based policy decisions and enables the State Employment and Training Commission (SETC) members to better understand the scope of state programs and their related populations. Additionally, the dashboard helps the SETC explore data trends, highlight potential program issues, and coordinate with other state agencies to advance New Jersey's workforce needs.

Research Improving People's Lives (RIPL)

RIPL will help states employ their own administrative data and put it to work for state residents. The Data for Opportunity in Occupational Reskilling Solution project uses artificial intelligence and machine learning to identify and deliver this information to constituents, at the same time providing policy leaders real-time data insights about the effectiveness of their state's workforce development programs and policies.

Other evaluation and research projects include:

- Reanalysis of the UI profiling model;
- Application of a new statistically adjusted quality score to eligible training provider list (ETPL) training programs;
- Beta release of an ETPL digital application called Training Explorer; and
- Feasibility Study for an Enhanced Wage Record Pilot Program in New Jersey.

Continuous Improvement

New continuous improvement strategies for PY20 include improving program evaluation tools; implementing and maintaining employer-driven partnerships; designing effective out-of-school youth programs; effective training tools and strategies including program success measurement alternatives; and youth-centered policies and practices, together with youth inclusion models for program development and improvement. Ongoing technical assistance is being provided to improve the tools used in WIOA titles 1–4, MSFW, SCSEP, and JVSG program monitoring. In addition, the State is continuing assistance with ensuring local memorandums of understanding and infrastructure funding agreements are consistent with 2 CFR part 200; and using historical customer outcome data to inform individualized employment plans.

Reports

All ongoing and future evaluations reports will be published on njsetc.net and nj.gov/labor, as they are completed.

Customer Satisfaction

State Approach

The State conducted an online web-based customer survey for title 1 exiters who received services from the State's One-Stop Career Centers (OSCC), including those from satellite and County Offices throughout the State. The purpose of the survey was

to gather information about customer experiences and satisfaction. Programming was written to extract email addresses from a database which were then used to send the survey request and links to launch the survey (both in English and Spanish).

Methodology

Using the tool, Survey Monkey, the State emailed the surveys to 7,018 users of the system and received 858 (12.2%) responses. The surveys were sent in the month following an individual's planned exit date. This allowed for a timelier method for an individual to receive a survey. Responses were tracked monthly and monthly response rates varied from 10.0 percent to 17.5 percent. Open-ended responses were sorted by the OSCC and provided to management staff for review and use in continuous improvement.

Continuous Improvement

No information provided for this section.

For more information, visit:

Reports

Workforce Innovation and Opportunity Act (WIOA) Annual Report Narrative PY 2020.

Links

New Jersey Department of Labor and Workforce Development

New Mexico

New Mexico Department of Workforce Solutions

Waiver

Waiver Implemented

No information provided for this section.

Strategies

Not applicable.

Impact on Performance

Not applicable.

Data Validation and Data Integrity

State Approach

In accordance with USDOL federal requirements, the State is establishing and finalizing a data validation policy for the six core WIOA programs. This is to enhance data integrity and authenticate that workforce services and funds are being provided to eligible individuals by verifying that the performance data reported by local workforce development boards to the State and to USDOL are valid, accurate, reliable, and comparable across programs. The process includes verifying relevant source documentation defined by federal code of regulation and TEGLs. The workforce system benefits from establishing data validation policy and practices as it will enhance the agency's ability to identify anomalies in the data and resolve issues that may cause inaccurate reporting; identify allowable source documentation required for common data elements; and improve program performance accountability through the results of data validation efforts.

Methodology

No information provided for this section.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

Ready NM Initiative

The State is currently evaluating the effectiveness of the Ready NM initiative. The initiative focuses on providing a centralized source for information about training and education opportunities as well as information about employment and career opportunities for jobseekers, and support for businesses, such as information about state hiring assistance and hiring incentives. In addition, the Ready NM initiative was initially developed as a response to the impact of COVID-19, public health orders implemented by the Governor to control the spread of the disease, and layoffs and business closings that resulted from social distancing requirements and other restrictions on mass gatherings. Public health orders on social distancing requirements and other restrictions on mass gatherings also impacted business operations. This included the shuttering of New Mexico Workforce Connection Centers and the transition to telework for State staff and Local Workforce Development Boards (LWDBs) One-Stop Operators and the implementation of a remote training program for DWS staff.

New Mexico staff developed and distributed a survey to the Cabinet Secretaries for the NM DWS, the State's Higher Education Department (NM HED), and other key stakeholders in these agencies. The survey asked respondents to identify up to three of the most difficult challenges faced in implementing Ready NM. The survey then asked respondents to describe why they believed each of these challenges were among the most difficult and what actions they took to help overcome these challenges. Respondents were also asked about lessons learned, and what they would do differently next time.

NM DWS staff has evaluated the challenges observed by key stakeholders, their lessons learned, and their suggestions for improving the process in the following areas: 1) Marketing, 2) Staffing, 3) Interagency Coordination and Collaboration, 4) Education and Training for DWS staff, 5) providing participants and jobseekers with information about training opportunities, and 6) Other Areas the key stakeholders identified. The small sample size and the nature of the questions (open-ended) precludes statistical analysis on the results, therefore, staff analyzed the data using qualitative methods.

NM DWS staff developed and distributed a survey to Business and Career Consultants answering calls from jobseekers and employers, direct and indirect supervisors of Business and Career Consultants, and DWS Training staff. The survey assessed the impact of transitioning from in-person training to remote training on the preparation of Business and Career Consultants. The initial results are currently being compiled and analyzed. Questions for the Business and Career Consultants focused on their experience level, how much training they received from the NM DWS in skills identified in the position descriptions in job postings and the SPO Classification Description for Employment, Recruitment and Placement Specialist, and on their knowledge and use of employment and labor market information posted on the NM DWS website as well as the NM DWS case management system, Workforce Connection Online System, WCOS. Training staff were asked to provide their insights into the advantages and disadvantages of both in-person and remote training provided for the Business and Career Consultants.

Continuous Improvement

The State currently captures data for WIOA titles I (Workforce Development Activities) and III (Wagner-Peyser Act, as amended). The NM DWS worked with the NM HED to gain access to title II (Adult Education) data and will develop an evaluation plan within the next two years.

NM DWS staff developed and forwarded a Memorandum of Understanding (MOU) to the NM HED for their review. The MOU requests the NM HED provide NM DWS with data that will be used to evaluate the success of Ready NM grants funded by NMDWS. Additionally, the data requested will enable NM DWS and NM HED to evaluate the success of undergraduate Career and Technical Education (CTE) certificate programs by comparing the wage and occupation of participants before and after the completion of their undergraduate CTE certificate program.

NMDWS has evaluated the challenges observed by key stakeholders, their lessons learned, and their suggestions for improving the process in the following areas: 1) Marketing, 2) Staffing, 3) Interagency Coordination and Collaboration, 4) Education and Training for DWS staff, 5) providing participants and jobseekers with information about training opportunities, and 6) Other Areas the key stakeholders identified. NM DWS senior leadership has reviewed the report and DWS staff have forwarded it to the NM HED for review and comment. NM DWS senior leadership is waiting on the results of the remainder of the surveys before developing and implementing continuous improvement strategies.

Planned Evaluation Projects

The State designated a portion of its WIOA Administrative funding to support the development and implementation of new training programs for displaced workers. The grant process was open to all public institutions of higher education within the state, and approved initiatives could be awarded up to \$80,000 per new program. This initiative is on-going. The grant cycle ends in December 2021, and several programs awarded funding will not be delivered until early 2022. NM DWS will evaluate the effectiveness of these programs to provide participants with in-demand skills after all programs funded in this cycle have delivered and the awardees submit their results to the NM DWS.

The NM DWS plans to send surveys to three categories of employers: 1) employers registered in WCOS who have submitted a job order through the system; 2) employers registered in WCOS who have not submitted a job order through the system; and 3) employers not registered in WCOS. The questions will be, in the main, open-ended. All employers will be asked to provide information on which positions in their business: currently have the most openings, hardest to fill, and why they think it is so hard to fill them. Each category of employers will then be asked a series of questions that pertain to them. For example, employers submitting job orders through WCOS will be asked to evaluate how well qualified and prepared the employees they hired were using the NM DWS' job orders.

Reports

The State Economic Research & Analysis Bureau conducted several research and evaluations. The following list highlights the studies that were used to inform and guide state and local planning for the Combined State Plan, LWDB local plans and for response/ recovery related to COVID-19. Research included focused data studies and publications which were used to facilitate

discussions for economic recovery and workforce planning. Additional agencies benefitting from evaluation/research documents included Department of Health, Economic Development, Senior Employment, and legislative staff and representatives.

- New Mexico Data Focus on Veterans
- Poverty in New Mexico
- 2021 State of the Workforce Report
- Data Focus on Youth: Ages 16–24
- New Mexico Occupational Employment and Wage Statistics 2020 at a Glance

Customer Satisfaction

State Approach

No information provided for this section.

Methodology

Not applicable.

Continuous Improvement

Not applicable.

For more information, visit:

Reports

Workforce Innovation & Opportunity Act – 2020, State of New Mexico Annual Report (Dec. 2021).

New Mexico Data Focus on Veterans.

Moskowitz, R. (Feb. 2021). *Poverty in New Mexico*. Labor Market Review, pp. 10–11.

Moskowitz, R., et al (Sept. 2021). *New Mexico 2021 State of the Workforce*. NM Dept. of Workforce Solutions.

Data Focus on Youth: Ages 16–24. Labor Market Review, pp. 10–13.

Callan, D. (July 2021). New Mexico Occupational Employment and Wage Statistics (OEWS) 2020 at a Glance. Labor Market Review, pp 8–12.

Links

New Mexico Department of Workforce Solutions

Ready NM initiative

New York

New York State Department of Labor

Waiver

Waiver Implemented

In PY19, the State received approval for:

- 1) Waiver of the requirement at WIOA Sec. 129(a)(4)(A) and 20 CFR 681.410 that states expend 75 percent of all Governor's reserve funds on out-of-school youth (OSY).
- 2) Waiver of the obligation of eligible training providers (ETPs) to collect and report on the performance data on all students in a training program at WIOA Sections 116(d)(4)(A) and (B) and 122(d)(2)(A) and 20 CFR 677.230(a)(4) and (5) and 20 CFR 680.430(b)(5).

Strategies

Waiver of the requirement that states expend 75 percent of all Governor's reserve funds on OSY

This waiver assists the State in continuing to provide high-quality services to all youth by allowing NYS to maximize the use of state-level funds on targeted in-school youth (ISY) programs without compromising the WIOA goal of 75 percent Youth expenditures on OSY. This is being done by leveraging the OSY funds expended by the LWDBs in NYS against ISY programs developed by NYS and funded with state-level discretionary dollars. When pooled in this manner, the OSY funding expended at the Local Area level covers the 75 percent requirement, allowing the State to issue ISY RFPs without having to also issue OSY RFPs for three times the amount.

The additional flexibility in the use of state-level discretionary funds has allowed NYS to issue RFPs under the OYCEA initiative and support the GVP Initiative. The expected outcome of the waiver is to offer career development and work readiness services to youth living in areas affected by gang violence. NYS was able to serve 1,542 youth with the help of 22 OYCEA contractors.

Waiver of the obligation of ETPs to collect and report on the performance data on all students in a training program

This waiver impacts individuals who participate or wish to participate in training services via Individual Training Accounts (ITAs), NYS workforce development staff, and training providers, and was anticipated to achieve the following: increased participation of providers on the ETPL; an increase of performance reporting by those providers for the more limited universe of students/ participants; strengthened customer choice; stronger partnerships and improved relationships between training providers and the public workforce system; and the possibility that provider performance data could be verified through OSOS.

The State is using the existing ETP Report to inform outcomes for ETPL-approved training. There is no current provider data for student participants, but the State will be able to obtain this information in the future now that a mechanism for collecting data is in place per Training and Employment Notice (TEN) No. 07-21.

Impact on Performance

Waiver of the requirement that states expend 75 percent of all Governor's reserve funds on OSY

Opportunity Youth Career Exploration and Access (OYCEA) and GVP Initiative participants are funded via state-level discretionary funding, and therefore are included in state-level performance only. Individuals exiting the programs will be included in the Primary Indicators of Performance in appropriate program years. There is no impact on Local Area performance.

Through the OYCEA grants, NYSDOL has awarded \$6,253,852 to 22 contractors. In Long Island, \$3,715,646 has been awarded to 13 contractors; in Albany, \$841,704 has been awarded to 3 contractors; and in Syracuse, \$1,696,502 has been awarded to 6 contractors. To date, the OYCEA grants have served a total of 1,542 youth.

Waiver of the obligation of ETPs to collect and report on the performance data on all students in a training program

There is no missing performance data for any individuals served under WIOA that would have an impact on state and local area performance outcomes. However, performance outcomes will be impacted if there is an increase in performance reporting by providers, resulting in higher levels of data collected.

No quantitative data related specifically to the waiver is available at this time. However, NYSDOL has data from other systems, such as OSOS, that is available on the ETA 9171-ETP Report.

Data Validation and Data Integrity

State Approach

The State monitors its annual Adult, Displaced Workers, Youth, and Trade Adjustment Assistance program monitoring reviews of all 33 local workforce development boards.

Methodology

These annual program monitoring reviews include Data Element Validation (DEV) assessments of sampled One-Stop Operating System case management participant records and files. The findings, required actions made, and technical assistance identified by the DEVs are used as necessary to improve compliance.

Additional Information

Due to the impact of the COVID-19 pandemic, the State assisted the Unemployment Insurance Division in claim processing, resulting in a reduction of staff assisted services. However, program monitoring staff returned to regular duties effective September 1, 2021, and DEV reviews have been recommended.

Evaluation and Research

Activities and Methodology

The State produces several weekly, quarterly, and monthly reports designed to evaluate the programs, initiatives, and solicitations implemented under WIOA titles I and III. The State responds to a substantial volume of local workforce development board reporting requests on a quarterly, monthly, and *ad-hoc* basis. Reports provided include aggregate and individual reporting on performance, cohort demographics and characteristics, services, and outcomes to assist local areas with developing more effective service strategies.

Continuous Improvement

No information provided for this section.

Reports

Work for Success Report

The State focuses efforts on serving customers with barriers to employment. One of the special populations New York prioritizes are justice-involved individuals. The *Work for Success* report shows the number of formerly incarcerated participants in New York that were served or hired during specific timeframes. The report also shows job development with businesses interested in hiring Work for Success participants. Lastly, the report shows services and employment outcomes for justice-involved individuals referred by the Department of Corrections and Community Supervision in several pilot locations including Albany, Buffalo, Syracuse, Bronx, Brooklyn, and both Nassau County (Hicksville, Hempstead, and Massapequa) and Orange County (Middletown and Newburgh).

Grant Reports

As the State actively operates several USDOL-funded grants, it submits programmatic narrative reports on a quarterly basis, of which include:

- 1) Disability Employment Initiative Report;
- 2) Opioid National Dislocated Worker Grant Report (internal reports are also compiled by the State on a bi-weekly basis and where management tracks grant progress);
- 3) The Trade and Economic Transition National Dislocated Worker Grant Report (includes internal bi-weekly reports tracking grant progress and outcomes);
- 4) The COVID-19 Disaster Recovery and Employment Recovery National Dislocated Worker Grant – includes reports compiled by New York staff;
- 5) The Fidelity Bonding Demonstration Grant Report; and
- 6) The Jobs for Veterans State Grant Report.

Customer Satisfaction

State Approach

The State's 33 local workforce development boards implement their own customer satisfaction and feedback processes. Due to the COVID-19 pandemic, the recertification process for local workforce development boards (required every three years) was delayed but has recommenced to verify that customer feedback processes remain in place.

Methodology

The State has placed a priority on embedding a customer service focus into the service delivery model for both jobseekers and businesses. The programs offered to jobseekers in the Career Centers all follow a continuous engagement model. Traditionally, customers were invited into the Career Center for a variety of services, including one-on-one appointments, workshops, on-site recruitments, and mini job fairs. With the onset of the COVID-19 pandemic, the workforce system switched to one-on-one appointments conducted via a Virtual Contact Center solution to ensure customers in need of assistance receive these services.

Continuous Improvement

Continuous engagement and individualized case management allow staff to provide the necessary services to customers while also giving them multiple opportunities to provide feedback. Staff are evaluated on the services provided to their customers and Center managers use individual level performance data to provide consistent feedback. This ensures customers receive the necessary services to help them reach their employment and training goals.

For more information, visit:

Reports

Annual Statewide Performance Report Narrative, Program Year 2020 (Nov. 2021).

Links

New York State Department of Labor

Work for Success Program

North Carolina

North Carolina Department of Commerce - Division of Workforce Solutions

Waiver

Waiver Implemented

The State received a USDOL waiver of the required collection and reporting of performance-related data of all students participating in training programs listed on the Eligible Training Provider List (ETPL). The waiver was approved for PY18–PY19, and an extension was granted through PY20.

Strategies

No information provided for this section.

Impact on Performance

No information provided for this section.

Data Validation and Data Integrity

State Approach

Data Validation (DV) will be conducted by four Units within the Division of Workforce Solutions (DWS): the Performance Unit, the Accountability Unit, the Trade Adjustment Assistance (TAA) team, and Information Technology (IT) staff:

- The Performance and Accountability units will oversee all title I and title III validation. This will include all PIRL elements noted in TEGLs No. 07-18 and No. 23-19.
- TAA will complete validation for its cases using the required validation elements noted in TEGL 23-19.
- IT Staff: For all programs, IT staff will cover the required wage matching PIRL element.

Methodology

Validation Process and Worksheet Creation

NCWorks Online (NCWorks), the State's Case Management System, will be used to sample the pool of available active and exited cases for WIOA title I Adult, Dislocated Worker, and Youth, WIOA title III Wagner-Peyser and TAA. NCWorks will generate the necessary number of worksheets and will cover only the PIRL elements being validated by the respective Units of DWS as noted above. Each worksheet will detail one case, with the corresponding PIRL element values, and included columns for the Reported Value, the Audit Outcome, the Document used for validation, and any Comments. Staff will evaluate each PIRL element value against the participant's file to see if case file documentation supports it and mark the reported value as either Pass, Fail, or

Unable to Validate by choosing the corresponding value in the drop-down within the Audit Outcome column. Each PIRL element has a list of the supported documentation acceptable for that element. Only the documents listed as approved documentation for that PIRL element may be used in support. Any elements marked Fail or Unable to Validate must be accompanied by a supportive explanation in the Comments column, detailing why the value failed or was not able to be validated and what corrective action must be undertaken to correct the issue. At the conclusion of the validation process, an electronic copy of the Pass or Fail record sheets must be returned to the head of each respective Unit (noted below) that is completing the validation, to ensure proper records retention: Performance and Accountability: Director of Performance; TAA: Trade Unit Manager and State Trade Adjustment Assistance Coordinator; and IT Director.

Data Integrity

On a quarterly basis, USDOL will provide DWS with feedback on its submitted performance reports to aid in data integrity efforts and support data accuracy. The analysis will include, but is not limited to, a review of the data submitted, anomalies and outliers, and other potential data quality issues, which may indicate reporting inaccuracies. DWS will make use of these feedback reports to conduct quarterly data integrity reviews to identify data errors, missing data, out-of-range variances in values reported, and other anomalies.

Other DV elements include:

- Sample Creation
- Timeframe
- Monitoring
- Correcting Missing or Erroneous Data
- Records Retention
- Process Assessment

Additional Information

Training

During the second quarter of each program year, DV staff will review, and receive training on the DV process to ensure uniform application of all policies and procedures. In addition, DWS will provide annual DV training for local office staff. Beyond the annual training provided by DWS, Local Area WDBs are expected to provide additional staff training, on at least an annual basis, on the importance of accurate data entry and allowable source documentation as given in WIOA and Wagner-Peyser Employment Act Participant Eligibility.

Evaluation and Research

Activities and Methodology

Under direction from the NCWorks Commission, the State's Labor and Economic Analysis Division (LEAD) uses relevant data to inform strategies that enable North Carolina's workforce and businesses to compete in a global economy. The 2020 Employer Needs Survey was an update to previous reports, which have collectively been used to track the needs of employers over time, and to ensure that the State's workforce strategies meet those needs. The 2020 survey was completed before the COVID-19 pandemic began. Labor market conditions have changed dramatically since that time, but the survey results offer a snapshot of the tight labor market conditions faced by employers just a few months before the pandemic as well as other more long-term challenges for the workforce development system.

Continuous Improvement

The State learned that, based on survey results, 84 percent of North Carolina employers reported that they had tried to fill positions in the preceding 12 months, and of those, 56 percent had difficulty hiring new workers.

Reports

The State published the *Employer Needs Survey 2020* report on October 22, 2020. The findings in the report support the key elements of the State's Job Ready Initiative and its priorities for workforce development: skills and education attainment, employer leadership and local innovations.

Customer Satisfaction

State Approach

The multi-year NCWorks Customer Satisfaction Survey was an initiative to solicit feedback from individuals and businesses registered with NCWorks, to improve overall services offered, as well as to increase customer satisfaction. Results and feedback from the survey were used to determine and promote continuous quality improvement initiatives and make overall improvements to the One-Stop system. The NCWorks system continues to apply feedback for data-informed decisions on how to better serve customers: both businesses and job seekers.

Methodology

The State developed two independent digital customer satisfaction surveys using a robust online survey platform, to obtain feedback from individuals and businesses that utilized one or more services (online, Career Center, and telephone) provided by NCWorks. The initial customer experience satisfaction survey (ICESS) measures the initial customer experience of jobseekers throughout the state. The Business Customer Satisfaction Survey (BCSS) assesses business customers' needs and their satisfaction with the services received.

Sample questions on the survey included, “In what ways have you used NCWorks services?” “Tell us the reason(s) for your most recent website visit to NCWorks Online,” “How easy was it to use the automated phone system?” and “Based on your experience, how likely are you to recommend calling the NCWorks Career Center to others?” Online survey data collection included feedback from over 30,000 jobseekers and 10,000 business customers across all 23 local area workforce development boards.

Indicators from the survey showed jobseekers had a high satisfaction level with services they received from NCWorks staff while using telephone services, and that staff were knowledgeable about the services provided. Efforts are being made to build off these areas where the customer satisfaction rate was high to enhance the overall customer experience.

Continuous Improvement

As part of the state’s Career Center certification process, local workforce area and center management are required to monitor survey outcomes by accessing an online dashboard of results. Centers are asked to meet with their staff periodically to discuss the results and any customer feedback received.

Based on the results of the survey, the Division of Workforce Solutions has developed a strategic plan that puts customer focus as a top priority, as well as taking a comprehensive review of the NCWorks.gov technology platform.

For more information, visit:

Reports

Workforce Innovation and Opportunity Act (WIOA) Annual Statewide Performance Report Narrative (1 Dec. 2021).

Employer Needs Survey 2020. NCWorks Commission (22 Oct. 2020).

Links

North Carolina Department of Commerce - Division of Workforce Solutions

NCWorks.gov

North Dakota

Job Service North Dakota

Waiver

Waiver Implemented

The State requested and received a waiver of the obligation of Eligible Training Providers (ETPs) to collect and report performance data on all students in a training program. The waiver was in effect July 1, 2018, through June 30, 2021.

Strategies

The State experienced a drastic reduction in training providers and programs because of the WIOA reporting requirement of all students in training programs. Training providers were hesitant to report on all students due to FERPA restrictions as well as the low number of WIOA participants compared to all students within training programs. All public four-year institutions refrained from participating as well as several private training providers, reducing the number of programs available to choose from by eligible individuals. North Dakota's in demand occupations list consistently includes a great need for registered nurses, teachers, and social workers, all 4-year degrees. WIOA eligible individuals' options for these types of programs are private institutions which are certainly fewer in number requiring individuals to leave their homes and communities to attend training programs that are typically more expensive. Individuals require more financial support for transportation costs and temporary housing to attend training.

Impact on Performance

A direct result of this waiver was an increase of public colleges and universities with programs in registered nursing, teaching degrees, and several additional training program options. Over the last three years, with the waiver in place, seven higher education institutions and nine short-term training providers have chosen to participate as an ETP.

Over the last three years, with the waiver in place, seven higher education institutions and nine short-term training providers have chosen to participate as an ETP. This added 139 available options for WIOA eligible individuals within local communities. Over one hundred WIOA participants enrolled in programs from these additional providers to pursue their chosen career pathway.

Data Validation and Data Integrity

State Approach

Workforce Programs statewide staff members conduct monitoring and data validation. The State conducts monitoring, data element validation (DEV), and support services monitoring at least annually with efforts to do it more often throughout each program year.

Data validation is conducted to verify data accuracy and to help ensure the accuracy of the annual statewide performance reports, safeguard data integrity, and promote the timely resolution of data anomalies and inaccuracies for WIOA and partner

programs. Reviews may be conducted either in the local workforce centers or remotely using the Virtual One-Stop case management and document management system. When validating data elements, TEGL No. 7-18 joint guidance and TEGL No. 23-19 USDOL only program specific are followed. The staff member conducting the review of data elements pulls a random sample of WIOA records and Wagner-Peyser records. Using the sample records, data elements are checked for appropriate source documentation to ensure data is valid and reliable. The final report focuses on the accuracy of key data elements reported in the PIRL that workforce center staff must focus on either through corrective action or training. Evaluation of the DEV process is conducted regularly to promote continuous improvement.

Methodology

Monitoring is conducted using a couple of methodologies, in person through office visits or remotely reviewing system activities in the Virtual One-Stop case management system. The staff member conducting the monitor review pulls a random sample. Using the sample records, the review includes proper documentation, eligibility, case management, adherence to policies and procedures, and appropriate start and end dates for activities. Monitoring includes a review of payments made using WIOA dollars to support training and career service activities. Support service monitoring ensures local workforce center staff follow policies and procedures for justification of payments, authorized signatures, and allowable expenditures. The final report provides a description of the focus, recommendations, and findings, and required action to be taken in either corrective action or training.

Additional Information

WIOA policies including the data validation policy are located here for public information: jobsnd.com/workforce-development-council/governance. Final monitoring and data validation reports are shared with WIOA administrators, managers, supervisors, and workforce center staff.

Evaluation and Research

Activities and Methodology

Research and Evaluation

The PY20 evaluation is an observational comparison between the National Dislocated Worker Grant (NDWG) outcomes compared to formula dislocated worker (DW) grant outcomes. JSND systems management staff conducted the comparison.

The evaluation made the following assumption statements:

- NDWG participants enrolled almost exclusively in short-term training, while DW grant participants enrolled in a broader mix of short-term and long-term training.
- NDWG participants were quicker to return to the workforce than DW grant participants.
- Pool of NDWG participants is larger because eligibility included a broader definition therefore overall there would be more NDWG participants.

- NDWG participants would attain higher credential attainment rates since they would concentrate on short-term training.
- Both pools of participants, NDWG and DW would return to work at the same rate.
- Eligibility is very similar between both programs so most participants would be co-enrolled between NDWG and DW.

Data collection consisted of pulling from the PIRL, ETA 9173, MIS (Virtual One-Stop) reports, UI wages within the state and through SWIS. Records used were from PY19 DW annual PIRL data (7/1/2019 thru 6/30/2020) and NDWG (4/22/2020 thru 9/30/2021). Because both programs over the time period held less than 100 records each, all records for both programs were included in the comparison. A review was conducted comparing ETA 9173 outcomes for each grant, individual virtual One-Stop records were examined for training program comparisons.

Continuous Improvement

Recommendation to Program Administrators for Future Program and Evaluation Efforts

Almost all individuals enrolled in training under NDWG would also have qualified under DW. The increase in dollars through NDWG provided relief of DW funds; however, ND DW funds usually more than fulfill the need. Due to limited results available on credential attainment and Q4 placement, it may be beneficial to update this review one year after the NDWG ends.

North Dakota business and citizens would benefit from continuation of remote service options developed and implemented, especially in highly rural areas. Specific services implemented that are beneficial include remote paperwork and signature options, virtual job fairs, and remote orientation sessions and meetings.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

Employers/Job Fairs

Job Service North Dakota, along with workforce partners such as local Economic Development Corporations and/or Chambers of Commerce, Department of Corrections, Vocational Rehabilitation, and other stakeholders host job fairs during the year in various locations throughout the State. Due to COVID-19, the only job fairs that were held during PY20 were in the cities of Grand Forks and Fargo. Fargo held a multi-industry job fair in early March of 2021 that attracted 72 employers and 125 job-seekers. Grand Forks held a drive-thru multi-industry job fair in the parking lot of their local community events center, and it attracted 55 employers but only 60 jobseekers. Employers were spread throughout the parking lot and jobseekers were able to drive their automobiles through the maze of employers.

Additionally, Job Service North Dakota has considered the three measures proposed by the USDOL for the performance indicator pilot and chose the two which best match JSND's mission to "Meet the Workforce Needs of the State's Employers": Participant

Retention with the Same Employer and Repeat Business Customers. Due to North Dakota's small population and employer numbers and the rural nature of the state, most business establishments employ fewer than ten people and may not always need staff-assisted services. As a result, the Overall Employer Penetration Rate measure is not the best indicator to determine effectiveness in serving employers. Job Service Employment Services and Veteran staff received training on outreach to engage employer customers in overall workforce development goals, especially work-based learning programs such as work experiences, on-the-job trainings, and apprenticeships.

Customers/Participants

Each of the nine workforce centers have a customer survey/suggestion box to measure customer experience while visiting the premises.

Methodology

Job Fairs

During the two job fairs, a survey was electronically sent to each employer after the event but unfortunately the return rate was only 10 percent of those that attended. The survey consists of nine questions such as "were you satisfied with the number of visitors at your booth, approximately how many jobseekers visited the booth, how many the employer would consider hiring, job offers made, job fair times, promotion of the event." All surveys were compiled and reviewed after the event and if the situation warranted were acted upon. Most of the responses were favorable and included notes like "Great Event," "We will be back next year," "Prepared Job-Seekers," "Great promotion of the event," but on occasion the employers made suggestions to improve the events including too long of a job fair, no resume copy services on-site, and jobseekers were not qualified.

Customers/Participants

Each survey consists of five short questions about their workforce center experience. The same survey is used in all nine workforce centers. Once the customer has completed the survey, he/she can either turn it in at the front desk or put it in the "Suggestion/Survey" box. Each customer is highly encouraged to fill out a survey when he/she has worked with a staff member on a one-on-one basis or group orientation/training event. All surveys are compiled each week and given to the manager for action. Surveys are then compiled monthly, and results are sent to the Workforce Services Director. The Workforce Services Director consults with the corresponding Workforce Center manager about any proposed changes in service delivery that may or may not be changed from the suggestions that were received from jobseekers. If a change is implemented in one workforce center, the other eight managers are brought into the conversation to determine if this is a promising idea in their respective centers.

The survey poses five questions about the customer experience while visiting the workforce center. The survey allows for comments and of those individuals that did comment, almost all were complimentary of staff and the services they received. Comments were shared anonymously to show areas where they did well and areas they may need improvement, as perceived by their customers.

The five questions included:

1. Staff were friendly and helpful
2. My employment-related needs were met
3. My unemployment claim needs were met
4. I learned something useful today
5. What did we do great?

All questions used a 5-point scale to rank the service the customers received (1 lowest; 5 highest). During the past program year, the nine workforce centers received 114 surveys from the customers/participants who were utilizing services (due to COVID-19, the nine workforce centers were closed to the public from March 30th through June 30th. The Workforce Centers then moved to “an appointment only basis” from July 1, 2020, through July 31, 2021).

Continuous Improvement

No information provided for this section.

For more information, visit:

Reports

WIOA PY 2020 Annual Report.

Links

Job Service North Dakota

Data Validation Policy

Ohio

Department of Job and Family Services

Waiver

Waiver Implemented

In PY20, the State implemented four waivers:

- 1) Allow Temporary Assistance for Needy Families (TANF) funds to count toward the 75 percent expenditure requirement for out-of-school youth (OSY) and allow the expenditure requirement to be calculated on a statewide basis.
- 2) Allow the use of individual training accounts (ITAs) for in-school youth (ISY).
- 3) Waive the requirement to collect and report student counts and performance data on all individuals participating in training programs listed on the state's eligible training provider list (ETPL).
- 4) Waive the requirement that local areas expend all local funds in a two-year period.

Strategies

Allow TANF funds to count toward the 75 percent expenditure requirement for OSY and allow the expenditure requirement to be calculated on a statewide basis

This waiver supports the implementation of Ohio's expanded Youth program, the Comprehensive Case Management Employment Program (CCMEP) by using both WIOA and TANF funding sources to support the unique needs of the same customer while easing administrative burdens associated with managing two federal funding streams. The large infusion of TANF dollars allows WIOA Youth dollars to have a greater impact, and it also allows more disconnected youth to be served. Additionally, by allowing the expenditure rate to be calculated statewide, the waiver gives local workforce development areas more flexibility to address the unique needs of participants in their communities. To recognize the TANF dollars invested in WIOA OSY under CCMEP, ODJFS includes the amount of TANF dollars spent on co-enrolled WIOA OSY during a program year in both the numerator and denominator of the OSY rate calculation.

Waiver allowing the use of ITAs for ISY

The intent of ITAs for the WIOA OSY program is to expand training options, increase program flexibility, enhance customer choice, and reduce paperwork. The State desired the same benefits for the ISY program. This waiver encourages ISY to explore in-demand occupations and career pathways and to take responsibility for planning their futures.

The State is working to achieve the following goals and programmatic outcomes: Improve the ability of local workforce development boards, Youth program providers, and CCMEP lead agencies to respond quickly to the needs of ISY; Increase the quality of learning opportunities; Increase employment and training opportunities; Improve coordination by reducing fragmentation

of service delivery; Improve customer choice and empower youth to make responsible career choices; Reduce unnecessary paperwork; Develop an emerging workforce of prepared candidates ready for work; and Increase accountability.

Waive the requirement to collect and report student counts and performance data on all individuals participating in training programs listed on the state's ETPL

The Workforce Inventory for Education and Training (WIET) is the automated system that houses the State's ETPL. Despite efforts to streamline and modernize WIET to achieve the WIOA vision of informed customer choice, some training providers reported that they were struggling to provide the performance data required for all students in all programs.

During PY20, the State partnered with the Ohio Department of Higher Education (which oversees the state-funded postsecondary education institutions) and developed mechanisms to collect data from their institutions so that their data is accurately reported on all students for programs on the ETPL. In addition, ODJFS has worked with individual training providers on ways to report appropriate data. ODJFS is on track to have the ability to report performance information for all individuals participating in training programs listed in the State's ETPL in PY21 annual report and when the waiver expires.

Waive the requirement that local areas expend all local funds in a two-year period

In response to the COVID-19 pandemic, ODJFS sought a statewide waiver of the requirement for local areas to return to the state any WIOA Adult, Dislocated Worker, and Youth funds for PY18/FY19 that were not expended in the required two-year period. By keeping third-year funds, the local areas had the funding needed to serve additional participants.

Impact on Performance

Allow TANF funds to count toward the 75 percent expenditure requirement for OSY and allow the expenditure requirement to be calculated on a statewide basis

Using this waiver, the OSY expenditure statewide rate for the PY19 funds was 81.7 percent and for the PY20 funds was 85.1 percent. The number of WIOA participants co-funded with TANF dollars was 5,207, which was a slight decrease from the previous program year (5,239 participants). However, the overall percentage of co-funded participants increased in PY20 due to an overall reduction in the number of participants during the program year. In review of the demographics of the WIOA Youth participants during PY20, the top barriers to employment and training included being low-income, basic skills deficient, pregnant, or parenting, and disabled. The percentage of WIOA Youth who obtained employment or enrolled in training and were able to maintain employment or training was 72 percent, which was a decrease from PY19 (74.6%).

Waiver allowing the use of ITAs for ISY

In PY20, ITAs were provided to 552 ISY. That was an increase from the last program year, which was 491.

Waive the requirement that local areas expend all local funds in a two-year period

Throughout PY20, ODJFS tracked and monitored the PY18/FY19 funds to ensure they were spent in their entirety. ODJFS sent monthly spending reports to the local workforce directors and fiscal agents. State fiscal monitors conducted an annual review of each area's WIOA Adult, Dislocated Worker, and Youth funds, to assess compliance with federal and state laws and regulations. All third-year funding was expended by June 30, 2021.

Data Validation and Data Integrity

State Approach

In PY20, the State Office of Fiscal and Monitoring Services' Bureau of Monitoring and Consulting Services (BMCS) will undertake a collaborative data validation process. This review will be conducted in two stages: Phase 1 and Phase 2. The review will be combined with the PY20 Comprehensive Programmatic Monitoring Review.

Methodology

Phase 1

The review will be combined with the PY20 Comprehensive Programmatic Monitoring Review. The WIOA samples will include 900 PY20 participants from all 20 local areas. It also will include a sample of counties within those areas. Participants will be randomly selected from a list of open and closed participant cases located in the Ohio Workforce Case Management System. WIOA TEGL No. 23-19 was released June 18, 2020. Plans to implement the guidance ensued. As a result, elements targeted for validation will consist of those noted in TEGL No. 23-19 and will be reported through the Programmatic Monitoring Report issued by BMCS. Areas of significant concern will require the local areas to respond with continuous improvement plans.

Phase 2

BMCS will select an additional 300 files from a list of PY20 exited participant files housed within the Ohio Workforce Case Management System. Again, the elements targeted for validation will include those noted in WIOA TEGL No. 23-19.

Additional Information

BMCS will train state staff and provide training resources on the methodology and process for monitoring and the completion of data validation reviews. Training venues will include discussions and presentations via videoconferences and in-person meetings whenever possible.

The monitoring tools utilized by the BMCS staff will be made available to local areas and may be referenced or adopted for use in their data validation reviews. Data validation monitoring efforts and reviews will be verified during the State's regularly scheduled Comprehensive Programmatic Monitoring Reviews. The State's Office of Workforce Development's Program Measures and Performance Outcomes Unit will be responsible for resolving any issues identified within the reports issued by BMCS. They will also provide any training and/or technical assistance deemed appropriate.

Evaluation and Research

Activities and Methodology

Comprehensive Case Management Employment Program (CCMEP)

The State enlisted Ohio State University (OSU) Ohio Education Research Center (OERC) to evaluate the CCMEP program between 2016 and 2019, with funding from the Laura and John Arnold Foundation. This evaluation assessed the employment,

education, and human services impacts of participating in services that included comprehensive case management. The evaluation was comprised of the three studies (Implementation, Outcomes, and Impact), allowing for a comprehensive research design.

Implementation Study: The Implementation Study investigated the cross-organization implementation practices of CCMEP during years 1 and 2. This study included a statewide survey in years 1 and 2, followed by focus groups in 11 counties and 6 counties, respectively, and included data through the end of 2019.

Outcomes Study: The Outcomes Study used existing administrative data to understand the education and employment outcomes of early CCMEP participants in years 1 and 2 in comparison to non-participants. This data was being updated through December 2020.

Impact Study: The Impact Study was a randomized control trial with an option of two randomization designs: “traditional” and “encouragement.” It investigated the education and employment outcomes of youth participating in CCMEP versus non-participants in year 3. The traditional design randomized Supplemental Nutrition Assistance Program participants into a treatment group who received CCMEP services and a control group who did not receive CCMEP services. The encouragement design randomized sending an encouragement (such as a text message) to assess the rate of participation of those who received the encouragement versus those who did not. The Impact Study was completed in June 2019. OSU was accessing the value of updating the study with more recent outcome data.

Reemployment Services and Eligibility Assessment (RESEA) Program

Abt Associates, the Urban Institute, Capital Research Corporation, and the National Association of State Workforce Agencies (NASWA) contracted with the USDOL to conduct a study to provide Congress and USDOL with an in-depth assessment of RESEA state programs.

An important goal of this study is to assess current RESEA program operations and how states plan to meet the requirements of the Bipartisan Budget Act (BBA) of 2018 (Public Law 115-123). This U.S. Department of Labor funded study, which began in October 2018 and was scheduled to be completed in 2021, was being conducted for the Chief Evaluation Office in close collaboration with the Office of Unemployment Insurance. As part of this study, the Abt team was conducting site visits to 10 states and two local workforce areas in each of these states to better understand current RESEA program components and plans for future RESEA program modification and development.

Study Participants: In Ohio, in-person and virtual interviews were conducted with the RESEA program administrator, direct delivery staff, and supervisors, as well as staff from the Office of Unemployment Insurance Operations, Bureau of Labor Market Information, and workforce development board directors. The Abt team held interviews privately to ensure participants spoke candidly about the implementation and delivery of Ohio’s RESEA program.

Continuous Improvement

Comprehensive Case Management Employment Program (CCMEP)

In addition to the OERC evaluation, The American Institute of Research was working with Cuyahoga County's workforce area and ODJFS to develop a texting behavioral intervention to encourage CCMEP participants to maintain engagement during the program and pursue career pathway after enrollment. Additional workforce areas will be invited to participate once the initial intervention design is complete. This intervention will be evaluated for its effectiveness after implementation.

Reports

Comprehensive Case Management Employment Program (CCMEP)

As of June 2021, all three of these studies—Implementation, Outcomes, and Impact—had been completed, and the OERC was finalizing the reports.

Customer Satisfaction

State Approach

Customer satisfaction for both employers and jobseekers remain a vital pillar in the strategies deployed to effectively serve the workforce needs of Ohioans.

Methodology

In PY20, the State used multiple methodologies to gather information about customer satisfaction. These included the following:

- A SurveyMonkey link integrated into signature blocks of our Disabled Veteran Outreach Program specialists, employment professionals, RESEA employment professionals, and workforce specialists on all electronic correspondence, to give customers the opportunity to provide feedback.
- On-site customer satisfaction surveys are available in the OhioMeansJobs centers for customers to complete at any time.
- Surveys given to employers participating in virtual job fairs or hiring events, to gauge their satisfaction with the event or services being provided.

Throughout the year, over 500 jobseekers and employers provided feedback from questions regarding initial or recurring visits, location of services, satisfaction of services, types of services received, probability of return visits, and benefit(s) of service(s).

Continuous Improvement

The average satisfaction score throughout the year was 4.45 out of 5, with 1 being the lowest and 5 being the highest. The results validated many of the internal processes and procedures already in place and gave state merit staff constructive feedback for their ongoing continuous improvement efforts. Effective and timely feedback, both positive and negative, is critical to

improving both the customer experience and customers' employability. Based on the feedback received from the surveys, actions can be taken to improve service delivery.

For more information, visit:

[Reports](#)

Ohio Annual Report Program Year 2020.

[Links](#)

Department of Job and Family Services

OhioMeansJobs

Oklahoma

Oklahoma Office of Workforce Development

Waiver

Waiver Implemented

The State had no waivers in PY20.

Strategies

Not applicable.

Impact on Performance

Not applicable.

Data Validation and Data Integrity

State Approach

Title I: Oklahoma Office of Workforce Development

The State conducts annual data element validation to ensure data elements in participant records are accurate to maintain system integrity, ensure completeness of data, and to identify and correct specific issues associated with the reporting process. The State's Office of Workforce Development (OOWD) completes a data element and source documentation validation review of the title I programs each program year. The intent of this process was to ensure the accuracy of data entered into OKJobMatch and subsequently submitted to USDOL.

Title III: Oklahoma Employment Security Commission

The State conducts an annual data element validation to ensure data elements in participant records are accurate to maintain system integrity, ensure completeness of data, and to identify and correct specific issues associated with the reporting process. The State's Employment Security Commission (OESC) conducts a review of the required data element and source documentation validation review of the title III (Wagner-Peyser) programs annually. The purpose of the data validation process was to ensure the accuracy of data entered into OKJobMatch and reported to USDOL.

Methodology

Title I: Oklahoma Office of Workforce Development

During this process Local Area staff collect documentation supporting data elements on an ongoing basis. This data collection becomes the foundation for the data validation efforts performed annually. Data from the PIRL file provided for the annual performance report was utilized to randomly select participants for the annual data validation process. To meet the 90 percent

confidence interval for each title I program, 271 participant identification numbers (PID) were drawn from each of the programmatic PIRL files. Of the 271 participants, half of them were drawn based on the participant start date and half of based on the participant exit date. We validate a minimum of 271 participants based on the proportion of participant in each local workforce area relative to the individual programs. A worksheet for each PID was created from the PIRL file that contains all applicable data elements and documentation reported during the reporting period, to be validated. OOWD validated the worksheets against the source documentation in the participant's file to ensure compliance with federal and state guidance. OOWD scored each data element as either a pass or fail for validation that applies to each participant. Each data element that is required to be validated and that is supported or matched by acceptable documentation is scored as a "pass". Conversely, any data element required to be validated that is not supported by acceptable documentation, or is inconsistent with other documentation, is scored as a "fail." Thus, data elements lacking properly labeled or unreadable source documents were scored as "fail," even if the documentation is in the file.

The locals were sent a document containing the errors. On the document, under the name of each funding stream, there was a column containing two numbers. The first number is the client PID. The second number was the date entered in Outcomes (or in the measurable skills gains screen if marked) in OKJobMatch for which OOWD could not find matching documentation in the client's file. The area was asked to review each client and notify me if any of the failures identified are in error. If the service provider was unable to locate in the client's uploads that match the dates entered, they were advised to contact the state for next steps. OOWD requested that this be completed by a specific deadline, at which the state will finalize the data validation report to USDOL for the local area. This year, as opposed to presenting the locals with error rates, the focus was instead on identifying specifically for the local area which elements failed and providing the opportunity to correct all of the problem areas.

This process is also described in the State's Workforce Development Issuance (OWDI) #02-2019, the Oklahoma Data Validation and Source Documentation Requirements Policy. The OOWD as the Governor's chosen WIOA administrative entity, provided this issuance as guidance to the workforce system on the State of Oklahoma's Data Validation and Source Documentation Requirements for the WIOA title I Programs and the Wagner-Peyser Employment Services as amended by title III. The Issuance was intended to clarify procedures that minimize the burden of documenting eligibility, service provision, and outcomes while remaining respectful of the need to ensure data integrity and report accurate information to the USDOL. All documentation previously copied and kept in paper case files must now be electronically scanned and uploaded to participant records to develop a virtual case file.

Title III: Oklahoma Employment Security Commission

Data from the PIRL file provided for the annual performance report was utilized to randomly select 25 participants for the annual data validation process. The required data elements for each sampled participant in PIRL are reviewed and compared to the data in the State's MIS OKJobMatch to verify accuracy of the data collected.

Also submitted by OESC, the Trade Adjustment Assistance (TAA) program data validation random sample consists of between 25–150 participants depending on the number served during the year. Similar to title I programs, TAA staff review worksheets

and documentation according to the appropriate federal guidance and ensure accuracy of all applicable data elements. OESC consistently passes data validation samples for both programs.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

In PY20, the State conducted reports regarding the WIOA Wage Progression Evaluation, Entrepreneurship and the State's Economy, Job Quarterly Earnings Percentile Changes, and State and Local Area Labor Markets.

Evaluation of Participant Wage Outcomes

For this analysis, the State followed the cohort reported in the annual report for each program year for employment 2nd quarter after exit. For PY19, participants included were those that exited between 7/1/2018 and 6/30/2019. The wages in the second quarter after exit start 1/1/2019 and end 12/31/2019. For this cohort, the fourth quarter wages start on 7/1/2019 and end 6/30/2020. For PY20, participants included were those that exited between 7/1/2019 and 6/30/2020. The wages in the second quarter after exit start 1/1/2020 and end 12/31/2020. For this cohort, the fourth quarter wages start on 7/1/2020 and end 6/30/2021.

Evaluation Portfolio

The State participated in USDOL's interactive technical assistance forum Evaluation Peer Learning Cohort (EvalPLC). One of the goals of the State's participation was to develop both state and local evaluation plans. The State completed evaluation readiness assessment and developed an evaluation action plan.

Continuous Improvement

In August 2021, the State established a Continuous Service Improvement working group to convene broad representation from the workforce system and advice on training and continuous improvement priorities. The group includes representation from system partners and local workforce stakeholders at varying levels. The group has identified and prioritized system training needs and will be advising on the implementation of a statewide learning management system as an ongoing professional development platform as well as future training content.

Reports

Evaluation of Participant Wage Outcomes

The *Oklahoma WIOA Wage Progression Evaluation* reported on wage outcomes in PY19 and PY20 for participants that exited WIOA programs from 7/2018 to 6/2020. The report evaluated changes in wages before entering a program and after exiting it by analyzing wages in the third quarter prior to entry, in the second quarter after exit, and in the fourth quarter after exit.

Economic Data Trend Analysis

In PY20, the State published two reports covering economic trends: *Entrepreneurship and the Oklahoma Economy* and *Oklahoma Job Quarterly Earnings Percentile Changes*. The first report provides insight on the contribution of young and small businesses to the overall number of businesses and jobs in the economy, while the second report examines industries such as mining, manufacturing, and healthcare.

State and Local Area Briefings

Oklahoma prepares and produces State and Local Area Labor Market Briefings to share information on the current and projected status of the state and local areas, their citizens, and workforce by reviewing the population, education, labor force, target sectors, and local workforce development areas.

Customer Satisfaction

State Approach

In PY20, customer satisfaction surveys were standardized by OOWD using Survey Monkey and administered and collected at the local level. Each local area was tasked with disseminating surveys created for each of their respective areas.

Methodology

The survey was used to capture customer satisfaction data for jobseekers and employers in Oklahoma. Customers were those who received workforce services from American Job Centers and local workforce boards during PY20. At the beginning of PY20, each local board was provided a survey to assess the satisfaction of participants. The survey is comprised of 11 self-administered questions from which three are close-ended, six are partially close-ended, and two are open-ended questions. Partially close-ended survey questions included an “Other” option to capture additional data on participants that did not fit the fixed answers. At the beginning of PY20, local areas were provided with a live survey link and QR code to provide to job seekers and employers receiving services from their respective areas.

Continuous Improvement

Local areas regularly review survey responses and comments, share that information with partners, and implement strategies to improve services based on feedback received. Local boards have live links to view responses in real time in Survey Monkey. Continuous improvement efforts undertaken by local boards and service providers were in direct response to survey results. OOWD built a Tableau dashboard in March 2021 with all survey responses received at that time. The dashboard was sent to the local areas to view the results of their customer satisfaction surveys. This helped inform local areas on when and where to share the customer satisfaction survey to improve the response rate. At the end of PY20 the Tableau dashboard was updated with the entire year data.

The State built a Tableau dashboard in March 2021 with all survey responses received at that time. In turn, local areas got access to the dashboard to view the results of their customer satisfaction surveys. This helped inform local areas on when and where to share the customer satisfaction survey to improve the response rate.

For more information, visit:

[*Reports*](#)

Workforce Innovation and Opportunity Act Annual Performance Narrative Report Program Year 2020.

Oklahoma WIOA Wage Progression Evaluation. OklahomaWorks (June 2021).

Evans M. (Dec. 2020). *Entrepreneurship and the Oklahoma Economy* Oklahoma Employment Security Commission, Economic Research and Analysis Division.

Fuchs, J., et al (Mar 2021). Oklahoma Job Quarterly Earnings Percentile Changes: All Industries, Mining, Manufacturing and Health for Years 2009 to 2019. Oklahoma Employment Security Commission, Economic Research and Analysis Division.

[*Links*](#)

Oklahoma Office of Workforce Development

State and Local Area Labor Market Briefings

Oregon

State of Oregon Employment Department

Waiver

Waiver Implemented

The State had two waivers granted by USDOL for PY20:

- 1) Waiver of the obligation of eligible training providers (ETPs) to report performance data on all students in a training program at WIOA Sections 116(d)(4)(A) and 122 and 20 CFR 677.230(a)(4) and (5) and 20 CFR 680.
- 2) Waiver associated with the requirement at WIOA Section 129(a)(4)(A) and 20 CFR 681.410 that the State and local areas expend 75 percent of Governor's reserve youth funds and local formula youth funds on out-of-school youth (OSY).

Strategies

Waiver of the obligation of ETPs to report performance data on all students in a training program

The State's three main strategies included: 1) Provide discrete evidence that ETP data collection and reporting requirements are limiting choice; 2) Provide a description of any special circumstances, especially those that would benefit WIOA priority populations; and 3) Provide a plan for how the state will improve data collection efforts so that the waiver is no longer necessary (per TEGL No. 8-19).

Waiver associated with the requirement that the State and local areas expend 75 percent of Governor's reserve youth funds and local formula youth funds on OSY

Most local workforce areas reported not taking advantage of this waiver in PY20, in part due to the unexpected effects on school attendance resulting from the COVID-19 pandemic. Due to school closures and shifts to remote learning, the Oregon Department of Education changed some of the definitions and requirements by which individuals were determined to be "attending" school several times over the course of the year, affecting the determination of OSY or in-school youth (ISY). Additionally, the waiver was expected to primarily benefit the rural areas of Oregon, and the more urban areas of Oregon did not need to alter their enrollment and expenditure rates, as the waiver would have permitted. These factors significantly limit the ability for state-level analysis of the waiver's impact or effects.

Impact on Performance

Waiver associated with the requirement that the State and local areas expend 75 percent of Governor's reserve youth funds and local formula youth funds on OSY

The following was compiled by the local areas that did take advantage of the waiver:

Increased Enrollments

Southwestern Oregon Workforce Investment Board (SOWIB): Despite the pandemic and transition to online learning for much of the program year, ISY enrollments increased from five, in PY19, to 25 in PY20.

Northwest Oregon Works: Having the flexibility to enroll more ISY is very important in the State's rural communities. The waiver allows the State to work with youth attending high school as well as postsecondary to assist them in finding jobs and helping with short-term training. Traditionally, the State runs about 70 to 75 percent OSY and would like to work more with the school programs to assist with their education and training. The only way the State can do this is by having the waiver.

Outreach and Program Exposure

SOWIB: In partnership with Oregon's Recruit Hippo program, despite the restrictions imposed by COVID-19 and limited in-person instruction, the State was able to complete outreach to 586 ISY in PY20, compared to 396 in PY19. As a part of the State's outreach efforts, 65 students were referred to placements in employment opportunities as compared to 44 in PY19. Staff were able to identify 166 internship opportunities with local businesses, versus 75 opportunities in PY19.

ISY that are college bound and/or have made career choices have many resources available to them within the school district. Youth that are at higher risk, have increased barriers, and are not college bound limited guidance available through the K–12 system. Having Talent Advisors available in the high schools provide much needed guidance to these youth. Information is provided as to educational and employment opportunities in their communities, as well as the opportunity to enroll in WIOA funded services for paid internships, and work experience that can be paired with credit recovery opportunities.

Data Validation and Data Integrity*State Approach*

The State successfully performed a review of PY20 source documents against the management information systems (MIS) and/or other systems of record, and the PIRL by the end of September 2021, in accordance with TEGLs No. 7-18 and No. 23-19. The randomly selected sample of records included active and exited records from the PIRL for each program from the previous 10 quarters. As the State outlines in its WIOA Annual Performance Report Narrative (Appendix C – Joint Data Validation Framework), data validation staff request follow-up documentation within 90 days from their program coordinators detailing how data validation processes have been corrected. As such, the outcomes and processing of this initial review are still under assessment with opportunities to refine the process between the programs expected.

Methodology

In Appendix C, the State discusses in depth on data validation elements such as: Data validation frequency; Sample methodology; Error Identification and tracking; Feedback and error correction; and Training and technical assistance identification and provision.

Additional Information

Appendix C also covers:

- DV timing and scheduling each program year prior to certification of annual data reports;
- Documentation protocols for correction of missing and/or erroneous records;
- Data element error rate calculation methodology and thresholds;
- The maintenance of data validation results and records reviewed (such as freezing wage records) to comply with the federal records retention policy;
- Periodic source documentation and data accuracy training for program and provider staff;
- Follow-up training for local staff to address data elements and source documentation types with high error rate trends above the state threshold each program year;
- Ongoing data entry control and monitoring protocols;
- The approach for the regular review of the quality of reported program data;
- The use of Quarterly Report Analysis (QRA) for data integrity improvement; and
- Regular assessment of the effectiveness of the DV process.

Evaluation and Research

Activities and Methodology

Rethinking Job Search (Rethinking)

This is a workforce program designed to bolster jobseekers' confidence in their ability to be quickly reemployed, by teaching cognitive-behavioral techniques to enhance motivation and self-efficacy in job-search activities. The content is delivered in 12 facilitated sessions with a focus on management of thoughts and emotions, accountability, self-esteem and personal responsibility, and managing goals.

The State implemented the workshops in early 2021 in partnership with Willamette Workforce Partnership (LWDB), who provided the proprietary curriculum and facilitator training, and conducted the facilitator coaching and fidelity monitoring. The customers recruited for the pilot were unemployed adults enrolled in WIOA services and receiving RESEA services. A total of six staff ran four cohorts, each conducted by a pair of facilitators. They served a combined total of 31 individuals. Public policy associates carried out the evaluation. This pilot varied from previous larger-scale Rethinking projects in that workshops were conducted in a virtual service-delivery format. Program objectives were to identify the redeployed program's feasibility, effectiveness of delivery, and short-term outcomes.

State Efforts to Support Federal Evaluations

The State provided applicant data to a research firm under contract with USDOL to conduct two evaluation projects. The first project was to evaluate the impacts of the Homeless Veterans Reintegration Project (HVRP) on helping veterans find and hold meaningful employment; and the second project was to evaluate the effectiveness of America's Promise Jobs Driven Grants, which are intended to promote the development and expansion of regional workforce partnerships to provide skilled workers in specific sectors.

Continuous Improvement

Continuous Improvement Committee (CIC)

In 2021, Oregon's Governor signed Senate Bill 623, which required the State Workforce and Talent Development Board (WTDB), in consultation with state workforce agencies and local workforce development boards, to establish the CIC to assess the effectiveness of Oregon's public workforce development system. SB 623 established a requirement for the committee to identify and contract with an independent third-party entity to conduct an initial and bi-annual comprehensive assessment of the public workforce programs and services.

Reports

Continuous Improvement Committee (CIC)

SB 623 also required the committee to present the results of each assessment, along with any recommendations for improvements, in reports to the Governor and to the interim committees of the Legislative Assembly related to workforce development every even-numbered year. An initial set of recommendations to improve service delivery and access to workforce programs will be presented to the CIC in fall 2021.

Customer Satisfaction

State Approach

The customer satisfaction survey is part of Oregon's workforce performance measurement system. The State administers monthly surveys to measure the satisfaction of businesses and individuals who have received workforce services. Business customer satisfaction measures can be aggregated by workforce development areas and a report period (program year, month, or quarter). In addition, individual customer satisfaction measures can also be aggregated by demographics.

The customer satisfaction survey also gathers data on several satisfaction drivers, including six key performance measure (KPM) questions that are required by the Oregon State Legislature for both individual and business customers.

Methodology

The Business survey includes employers who closed a WorkSource Oregon job posting during the previous month. The same business can be selected for the survey only once per program year. The Individual survey includes two customer groups: (1) Jobseekers, i.e., customers who registered in the WorkSource Oregon Management Information System (WOMIS) during the

previous month; and (2) Unemployment Insurance Claimants, i.e., customers who filed an initial claim for UI benefits during the previous month.

Customers receive an email invitation to complete the survey using a web-based survey platform. The Individual Survey is available in English and Spanish. Survey responses are the basis for the customer satisfaction performance measures, which are published on the Performance Measures page of the QualityInfo.org website, available to the public. Customers can also provide qualitative feedback through comments by answering these questions: “If you were in charge of the Employment Department, what one thing would you change or add?” and “Could we have done anything to better help you? If so, please list your idea(s) in the space provided.”

Continuous Improvement

Customer comments are shared with management every month after survey responses are processed. The customer comment reports, one for individuals and one for business responses, provide management with greater detail about customer experience. WSO centers are required to develop, implement, and actively manage the two feedback loops aimed at aligning and improving services. Each WSO center manager assigns staff to respond to the customer, note their discussion, and send the results back to management by the 15th of each month. Staff use this as an opportunity to connect with the customer that took the time to provide the feedback, thanking them for doing so and obtaining ideas of how we can better collaborate and meet their needs. The WSO centers implement the feedback received and follow up to continually build on their services to ensure they are providing the best services to all customers.

For more information, visit:

Reports

State of Oregon WIOA Annual Performance Report Narrative Program Year 2020: July 1, 2020 – June 30, 2021.

Links

State of Oregon Employment Department

Rethinking Job Search

Qualityinfo.org

Pennsylvania

Pennsylvania Workforce Development Board
Pennsylvania Department of Labor & Industry

Waiver

Waiver Implemented

The State had no active WIOA waivers during the last program year.

Strategies

Not applicable.

Impact on Performance

Not applicable.

Data Validation and Data Integrity

State Approach

The State is required to maintain and report accurate program information, per both TEGL No. 7-18 and TEGL No. 23-19, which provide guidance for states to develop their mandated WIOA data validation policies and procedures. The State validates the data elements as provided in the PA WIOA DV Guide, which is based on common measures reporting and is updated per USDOL guidance and state policies and procedures.

Methodology

The State's Center for Workforce Information and Analysis (CWIA) developed a statistical model to randomly select the WIOA titles I and III participants from the fourth quarter Participant Individual Record Layout (PIRL) for the program year. This random sample methodology creates the data validation sample. CWIA will create automated participant data validation worksheets for the Bureau of Workforce Partnership and Operations (BWPO) Quality Assurance staff to record data validation results. This will include on-site review of participant case files at the local area level; data validation conducted in CWDS2.0; and Unemployment Insurance (UI) wage record validations, which can also include wages shared in the State Wage Interchange System (SWIS). Each data element that is required to be validated and is supported or matched by acceptable documentation will "pass." Any data element that is required to be validated and is not supported by acceptable source documentation, or is inconsistent with other documentation, will "fail." BWPO's Quality Assurance staff will validate the data elements that can be conducted in CWDS before conducting LWDA on-site data validation. The Office of Information Technology (OIT) will provide the UI wage record file that is used to provide wage and employment data on the WIOA Annual Performance Report (ETA-9169). BWPO Quality Assurance staff will compile results per local area including results by program and PIRL data element. Local areas will be

notified of their data validation results and provided technical assistance to improve any shortcomings identified during on-site data validation. CWIA and BWPO Quality Assurance staff will monitor data integrity by reviewing PIRL and WIOA Quarterly Report submissions on a quarterly basis.

Additional Information

LWDAs are validated on a rotating three-year cycle, except for Allegheny County/Pittsburgh and Philadelphia, which are validated on an annual basis. Samples are currently being pulled for PY20 Common Measures Data Validations; and to complete the onsite data validation for PY19 locations.

Evaluation and Research

Activities and Methodology

The State engaged in or continued several research projects during PY20.

Career Pathways

The State commissioned a study on career pathways to identify ways the State can support the development of strong career pathways system statewide. To address this question, the Keystone Research Center conducted over 50 interviews with members of the career pathways and youth committees of the PA WDB, local workforce development board directors and staff, K-12 and postsecondary educators, and managers of career pathways programs, including pre-apprenticeships and apprenticeship programs.

Reentry

The State's Reentry Committee directed a comprehensive inventory of reentry services across Pennsylvania to identify strategies to support returning citizens reentering the workforce, address barriers to employment, and engage employers around hiring returning citizens. The study surveyed reentry service providers and stakeholders across the State and was structured to identify best practices and gaps in services from the perspective of local stakeholders and providers. The surveys provided descriptive statistics and a cataloging of best practices, services provided, and gaps in services.

Workforce System Evaluation Activities

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

Other evaluation and research projects include:

- Digital Literacy
- Digital Literacy Grant - 3rd Party Evaluation
- Services Virtualization Sessions
- Career Advisor Assessment
- Mobile Concepts

Continuous Improvement

Chat Bot

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

Digital Intake

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

Digital Hub/Platform

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

Other projects include:

- FAFSA Training
- Use of Apprenticeship Within One-Stop System

Reports

No information provided for this section.

Customer Satisfaction

State Approach

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

Methodology

No information was provided for this section.

Continuous Improvement

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

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

- BWPO New Staff Member Checklist
- Training Plans and Training Library for BWPO Staff

PA CareerLink® Website Redesign

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

For more information, visit:

[Reports](#)

Annual Statewide Performance Report Narrative Program Year 2020 (1 Dec. 2021).

[Links](#)

Pennsylvania Workforce Development Board

Pennsylvania Department of Labor & Industry

Rhode Island

Governor's Workforce Board

Waiver

Waiver Implemented

Rhode Island had two waivers in place for at least one program year in PY20:

- 1) Waiver of the requirements outlined at Section 107 of the WIOA, allowing the state board to function as a local board for the Greater Rhode Island area.
- 2) Waiver of the obligation of eligible training providers (ETPs) to collect performance data on all students in a training program.

Strategies

Waiver of the requirements outlined at Section 107 of the WIOA, allowing the state board to function as a local board for the Greater Rhode Island area

The primary goal and outcome related to this waiver to comply with the governance provisions of WIOA, which requires Chief Local Elected Officials to administer WIOA title I funds and appoint Local Workforce Development Board (LWDB) members. In Rhode Island, as far back as the Jobs Training Partnership Act, the Governor had performed the functions of the Chief Local Elected Official for the Greater Rhode Island (GRI) LWDB. This means the Governor was appointing both the State Workforce Development Board (SWDB) and the GRI LWDB. Under WIOA, the Governor continued to serve as the Chief Elected Official for the GRI LWDB.

During a compliance monitoring review conducted in February 2018, USDOL regional staff identified that the Governor acting in this capacity was inconsistent with WIOA requirements because the Governor was not a local elected official and, thus, cannot appoint the local board. Regional staff advised finding one or more local elected official(s) to assume the role of Chief Local Elected Official for the area or submit a waiver requesting that the SWDB act as, and carry out roles and responsibilities of, the GRI LWDB. After conferring with the Rhode Island League of Cities and Towns (which represents all 39 municipalities in Rhode Island, including the 37 that make up the Greater Rhode Island area), the State elected to submit a waiver to allow the state board to function as a local board for Greater Rhode Island. This waiver was initially approved in September 2019 with a condition that the Board ensure continued local input and feedback into decisions impacting the Greater Rhode Island area. In response, the Board worked with the League of Cities and Towns to establish a Local Area Advisory Committee for the State Board. This Subcommittee met throughout PY20 and helped ensure local area “voice” and representation in key WIOA-related matters including policymaking, service data and demographic analysis, development of the GRI local WIOA plan and other functions. The ultimate responsibility for these functions remains with the board.

This waiver was subsequently reauthorized in September 2020, with the conditions that the State meet the following requirements: (1) establish a written agreement delineating the roles of and firewalls among the state board, board staff, fiscal agent, and service providers; (2) demonstrate administrative procedures and policies consistent with Uniform Guidance; and (3) conduct regular and complete monitoring of local areas.

In response to condition one, on March 29, 2021, the state provided USDOL regional staff a copy of the document *Firewalls and Internal Controls Re: State and Local Board Responsibilities*. This document memorializes the internal controls that all staff must adhere to when fulfilling State and Local Workforce Board responsibilities in order that business will be conducted in a manner that will prevent actual, potential, or questionable conflicts of interest and will provide clear separation of duties. In response to condition two, the Board's administrative and fiscal agent, the Department of Labor and Training (DLT), continues to conduct the responsibilities and functions of both boards consistent with Uniform Guidance. In response to condition three, the State continues to conduct regular monitoring of local areas. Consistent with the terms of the waiver, the State revised its statewide monitoring policy (*State WIOA Policy Manual*, p. 174) to ensure that local monitoring decisions were free from any actual, potential, or perceived conflicts of interest.

Waiver of the obligation of ETPs to collect performance data on all students in a training program

The primary goal and outcomes of this waiver included: Increased consumer choice and opportunity for more diverse training programs, particularly those focused on high wage, high demand occupations; Increased competition among eligible training providers; and enhanced ability of local workforce development boards to respond to the diverse needs of employers in their area.

Initial approval of this waiver was received in February 2019, with the condition that the State continues to consider the outcomes of all students in an ETP program of study, with respect to their employment and earnings. Policy and procedures through which the State could receive and consider such information was finalized in May 2019. By June 2021, the State ETPL had 29 different providers and 89 programs. At that time, 10 providers had submitted aggregate all-student employment and earnings information for 32 programs, consistent with Board requirements and the terms of the waiver. This information is taken into consideration by the state as part of their renewal application.

Impact on Performance

Waiver of the obligation of ETPs to collect performance data on all students in a training program

During PY20, the State witnessed some important positive outcomes because of the waiver. Multiple training providers that previously indicated they would leave the Eligible Training Provider List (ETPL) if asked to meet the "all student" reporting requirement, instead chose to remain. This includes several large providers that are one of few (and in some instances, the only) provider(s) of training for industries and occupations that are high wage and high demand in the State.

Data Validation and Data Integrity

State Approach

The State's Integrity and Compliance Unit conducts data element validation to ensure data elements in participant records used to calculate aggregate reports are accurate, valid, and reliable.

Methodology

Data element validation involves reviews of a sample of participant records against source documentation for multiple programs to ensure compliance with federal definitions. Sample files are selected from reported participants and exiters and verified for accuracy. Inaccuracies are addressed by program management to ensure accurate reporting and improve performance accountability.

Additional Information

No information provided for this section.

Evaluation and Research

Activities and Methodology

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

The Dashboard will be built on the foundation of Rhode Island's already existing public data analysis and evaluation tool; the Rhode Island Data Hub. As the State's dedicated Longitudinal Data System, the Data Hub already securely integrates data from several of the WIOA core programs and can integrate others. Multiple WIOA core and non-core programs are integrated into the Hub, including WIOA Adult, Dislocated Worker, and Youth programs, Wagner-Peyser, Trade Adjustment Assistance (TAA),

Rhode Island Department of Education (RIDE), Adult Education and Family Literacy (AEFL), and Carl D. Perkins Career and Technical Education (CTE).

Continuous Improvement

In PY21, the state board intends to undertake a comprehensive analysis and review of WIOA service levels and participant demographics. Initial work on this analysis began in PY20 with a general overview of title I participant demographics. The Board hopes to work with the DLT and Performance Unit on more in-depth analysis and breaking demographic totals down further by service received and outcome.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

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

For title I jobseeker services, the State conducted several different surveys during PY20 covering a range of programs and activities including the ETPL, job fairs, and others. The results of these surveys indicate a generally high level of customer satisfaction with the state's workforce development offerings.

In June 2021, the State conducted a Manufacturing-Specific Virtual Job Fair Survey. Afterwards, jobseeker attendees were sent a brief email with a link to a satisfaction survey. While a large majority of respondents stating that the sign-up and attendance process at least "Somewhat Easy," scores across the four event-specific question were mixed. Feedback from this event was critically important to inform the design and delivery of future virtual job fairs.

Later in June 2021, the State held another cross-industry Virtual Job Fair Survey. Jobseeker attendees received a brief email with a link to a satisfaction survey. In addition to a large majority of respondents stating that the sign-up and attendance process was "Extremely Easy," scores across the four event-specific question indicated that participants were very satisfied with the experience.

Methodology

No information provided for this section.

Continuous Improvement

The State plans on a more comprehensive approach to customer satisfaction in PY21, including a strategic partnership with Brown University to evaluate the State's RESEA services.

Brown reemployment services and eligibility assessment (RESEA) survey

The State contracted the Brown University Policy Lab in 2020 to implement an independent evaluation of the efficacy of Rhode Island DLT RESEA interventions. The Policy Lab brings together experts from public and private sector, as well as the community, to use data driven research to inform policy and programming across the state of Rhode Island. The goal of this evaluation is to see if Rhode Island DLT's career services intervention leads to positive outcomes for those selected to participate in RESEA compared to those who are available for selection but not selected. This evaluation serves two purposes. The first is to see if the resources offered by DLT are comparatively better than the baseline (no services). The second is to refine which members of the population selected for the RESEA program most benefit from the current intervention. In addition to a larger data driven analyses, the Policy Lab created a customer satisfaction survey to assess the qualitative measures of RI DLT career services. The survey is formulated not only to address the questions of efficacy of the individual intervention with a DLT career counselor, but also to examine overarching level of trust of government services within the State, as well as to gather information on any barriers that participants may face in their career journey. In addition to RESEA participants, this survey will be given to all clients who meet with a career counselor to help RI DLT assess efficacy of services and to address individualized client needs.

For more information, visit:*[Reports](#)*

State of Rhode Island WIOA PY2020 Narrative Performance Report.

[Links](#)

Governor's Workforce Board

South Carolina

South Carolina Department of Employment and Workforce

Waiver

Waiver Implemented

The State requested a waiver from the requirements outlined in WIOA at Sections 116 and 122, and at 20 CFR 677.230 and 20 CFR 680.400 thru 680.530, which require the collection and reporting of performance-related data on all students participating in training programs listed on the state's Eligible Training Provider List (ETPL). The USDOL approved this waiver for PY20.

Strategies

In November 2020, the State launched a public-facing ETPL Program Performance report of WIOA participant outcomes for PY18 and PY19 through the Palmetto Academic and Training hub (PATH). The report provides detailed information on training completion rates, employment outcomes, median wages, and credential attainment for approved training providers and programs of training. The State partnered with the SC Commission on Higher Education and the State Technical College System in preparing to release the report to ensure there was mutual agreement in data reporting. The report is updated on a quarterly basis and is utilized by jobseekers to make informed decisions as well as by LWDA's to determine which training programs to invest program funds.

In an effort to establish a baseline for initial eligibility, beginning in January 2021, Eligible Training Providers (ETPs) submitting new programs of training are required to provide the following program-specific performance information from the previous program year for each program of training:

- Number of students that participated in the program of training in the last completed program year;
- Number of students who exited the program of training in the last completed program year; and
- Number of students that obtained a credential in the last completed program year.

Impact on Performance

The waiver has enabled the State to maintain a robust ETPL by including training providers that are unable or unwilling to provide all student performance data. At the end of PY20, South Carolina's ETPL was composed of 94 ETPs, including all 16 of the South Carolina Technical Colleges and 1,106 approved programs of training, promoting consumer choice for WIOA participants.

Data Validation and Data Integrity

State Approach

The State integrates data validation and data integrity efforts across the oversight, performance, and monitoring functions of each workforce program. Program managers conduct ongoing and scheduled data integrity procedures and reviews to maintain the integrity of the data submitted to USDOL. The performance and reporting team provides oversight of performance metrics and conducts training on various data elements and activity codes to ensure consistency and reliability of data. The monitoring team conducts reviews of sub-recipient reporting frameworks and cross-references the workforce programmatic data submitted.

Methodology

South Carolina utilizes the Geographic Solutions Virtual One-Stop system (SC Works Online Services or SCWOS) for case management and labor exchange services. DEW works closely with the vendor to ensure that changes made by USDOL to the PIRL are implemented to accurately track and assess program performance. Staff also monitor and implement data changes and edit checks issued by the WIPS team. State staff have been able to provide local workforce development areas and state program managers with numerator and denominator information prior to quarterly and annual performance report submission for all four quarters of PY20.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

The State realized an unprecedented number of Unemployment Insurance (UI) claims during the pandemic as business shut down across the state and across nearly every industry. As of week ending June 26, 2021, there were more than 130,000 individuals claiming unemployment benefits across state and federal programs. There are more than 100,000 open jobs currently available statewide with labor shortages particularly acute in leisure and hospitality, construction, and manufacturing. The rate of recovery has not been consistent across the state with many rural areas still struggling with significantly elevated unemployment levels. In order to understand the best way to minimize these labor force mismatches and drive rural workforce strategies, the State Workforce Development Board (SWDB) will partner with a research entity in PY21 to conduct a comprehensive employment and workforce evaluation. The evaluation will include:

- A profile of South Carolinians who became unemployed because of COVID-19, including demographic, geographic, industry, occupation, and wage level information and those who remained unemployed for an extended period of time,
- Examine what types of jobs the long-term unemployed are currently qualified to fill, and
- Identify the types of jobs they may be able to qualify for with additional training.

Continuous Improvement

The State anticipates the evaluation will inform the workforce system on rural workforce demographics, training recommendations to address the demand for a skilled workforce, and strategies for the WIOA core partners to improve labor force participation rates.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

State Instruction Letter 18-11, SC Works Certification Standards, provides criteria that must be used to evaluate One-Stop Centers and the one-stop delivery system for effectiveness, including customer satisfaction, physical and programmatic accessibility, and continuous improvement. Both the jobseeker and business services standards require local areas to have a customer feedback system in place that assesses customer satisfaction of both the service(s) provided and outcome(s) of the services.

Methodology

In PY20, local areas surveyed 35,000 jobseekers and 2,300 businesses:

Jobseeker surveys

Over 5,800 jobseekers responded, yielding a 16.5 percent response rate. Jobseekers responded favorably, resulting in a statewide average satisfaction rate of 88 percent.

Business/Employer surveys

More than 630 employers responded, yielding a 28 percent response rate. Employer feedback resulted in a statewide average satisfaction rate of 62 percent.

Survey methods

Local areas use a combination of paper and electronic survey methods:

- Paper surveys are available in resource rooms and on or near staff workstations. Some local areas give customers a survey at check-in and ask them to return it before leaving.
- Local areas use a variety of products to distribute electronic surveys, including Survey Monkey, Google Forms, and the SCWOS Customer Relationship Management (CRM).
- Some local areas survey customers after each visit or service, while others survey at random.

Efforts to increase survey response rates

The PY20 jobseeker survey response rate increased by 10 percentage points, while the employer response rate decreased by nearly 20 percentage points. In all local areas, survey completion is voluntary. Efforts to increase response rates include using electronic surveys instead of paper; using social media to conduct feedback surveys; monitoring feedback more regularly (e.g., weekly vs. monthly); and using the SC Works and DEW mass communication tools to distribute surveys.

Continuous Improvement

Center and LWDA leadership review jobseeker and employer feedback and take steps to improve areas of opportunity. LWDAs primarily use customer feedback to identify staff training and professional development needs and improve partner coordination, programs, and processes. In PY21, DEW will implement a secret shopper program as another method for assessing the SC Works customer experience.

For more information, visit:

Reports

WIOA Annual Report PY 2020, The Workforce Innovation Opportunity Act Annual Report from the South Carolina Department of Employment and Workforce (22 Nov. 2021).

Links

South Carolina Department of Employment and Workforce

South Dakota

South Dakota Department of Labor & Regulation

Waiver

Waiver Implemented

The State had two waivers in place for youth funding and the coordination of Youth programs:

- 1) WIOA Section 129(A)(4)(A) and 20 CFR 681.410 to allow the State to expend up to 50 percent of youth funding on ISY; and
- 2) 20 CFR 681.550 – Individual training account (ITA) usage for in-school youth (ISY) waiver.

Strategies

The DLR title I Youth program has benefited from two approved waivers. These waivers have been essential to creating a robust Youth program. Connecting with students while they are in school increases participation by both ISY and OSY.

Waiver at WIOA Section 129(A)(4)(A) and 20 CFR 681.410 to allow the State to expend up to 50 percent of youth funding on ISY

This waiver allows the State to expend up to 50 percent of youth funding on ISY. With this waiver in place, the State has improved partnerships with Department of Education (ED) and school districts throughout the state increasing workforce services provided to youth. Exposure to various employment opportunities and awareness of business needs allows students to make informed decisions about their education and career pathway.

20 CFR 681.550 – ITA usage for ISY waiver

This waiver allows the State to operate their ISY program in alignment with their OSY program. This eases implementation for a small state like South Dakota, where the same staff work multiple workforce programs, improves partnerships, and increases participation.

Impact on Performance

Waiver at WIOA Section 129(A)(4)(A) and 20 CFR 681.410 to allow the State to expend up to 50 percent of youth funding on ISY

Increase Career Exploration services to youth regardless of their educational status. Career Exploration services include job shadows, provision of labor market information, and leadership development services. With the approval of this waiver in PY18, there is an 89 percent increase in the number of Career Exploration services provided to youth participants compared to PY17. A notable decrease happened in PY19 and again in PY20. This decrease is likely due to the reassignment of job service staff to the RA Division from March through November of 2020. Providing these services correlates to the State's overall increase in

enrollment numbers, as shown by the trend in career exploration services. OSY and total career exploration services decreased from PY18 through PY20. Despite COVID-19 considerations, the appetite for these services remains strong.

Increase Work-Based Learning services to youth despite their education status. This includes work experiences, internships, pre-apprenticeships, OJTs, and job shadows. The State's low employment numbers have businesses increasingly interested in building relationships with students. This waiver allows the State to offer services to all youth participants equally, resulting in a sizable increase in the number of Work-Based Learning Services provided in South Dakota communities. Despite pandemic-related decreases in enrollment numbers in PY20, 67 participants received a work-based learning service this program year. Moreover, there was a 68 percent increase in the number of work-based learning services provided to all youth participants from PY18 to PY19, with 159 youth receiving these services in PY20. Since the implementation of this waiver, DLR has met the requirement established in WIOA Section 129(c)(4) that 20 percent of funds must be used to provide ISY and OSY participants work-based learning services.

Enhance partnerships with schools and businesses to increase youth apprenticeship opportunities. Apprentices in South Dakota are primarily between the ages of 16 and 24. The Pathway Partnership program engaged 40 youth apprentices throughout the State. The Pathway Partnership initiative will continue to increase the number of youths entering apprenticeships in the coming year.

20 CFR 681.550 – ITA usage for ISY waiver

Increase enrollment in South Dakota's WIOA title I Youth program. This waiver was first approved in PY18. The State's job service offices responded quickly to the opportunities provided by the waiver and raised enrollments by 43 percent in the first program year of waiver approval. From PY18 to PY19, youth program participation increased by another 44 percent. COVID-19 contributed to a decrease in PY20, but initial PY21 numbers provide optimism that the State will once again reach PY19 enrollment levels.

Increase post-secondary options to disadvantaged ISY. Since the implementation of this waiver, the State had a 1,400 percent increase in Occupational Skills Trainings offered to ISY from PY17 to PY19. Providing 15 disadvantaged ISY in the State with postsecondary opportunities can make a significant impact in one year. Many of these students are identified through the Career Launch SD program, creating opportunities for exposure to postsecondary opportunities and providers, such as campus tours. Through holistic case management, postsecondary transition and preparation, financial literacy, and tutoring through educational achievement, the State expects to see continued utilization of title I Youth funding to assist students in reaching their training and career goals.

Data Validation and Data Integrity

State Approach

The Workforce Development Council certified the Huron, Madison, Mitchell, and Sioux Falls Job Service Offices as One-Stop Centers. The State found success in utilizing the "Review Crew," a team of job service office staff completing reviews over several days, to complete the Oversight and Monitoring of One-Stop Career Centers.

The State conducted data validation processes to verify that the performance data reported was valid, accurate, reliable, and comparable across programs; identify irregularities in the data and resolve issues that may cause inaccurate reporting; outline source documentation required for common data elements; and improve program performance accountability.

Each year, labor program specialists will review the data validation process, requirements, and plan for completion with the Employment Services and Workforce Training Division Directors to ensure staff are prepared for the data validation process.

Methodology

Staff reviewed 161 program files and 463 data validation files across five programs, TAA, title I Adult, title I Dislocated Worker, title I Youth, and title III Wagner-Peyser. Thirty-two staff members from One-Stop Career Centers across the State were able to work with Labor Program Specialists to develop their knowledge on a variety of programs while completing file reviews. The State's Review Crew reviewed 895 files for data validation purposes as outlined in the Oversight and Monitoring Policy.

The State has identified several sources of documentation for common data elements including (1) cross-match, for which validators will find detailed supporting evidence for the data elements and confirm supporting information such as dates of participation and services rendered; (2) self-attestation (or participant statement), for which program participants will electronically validate data by identifying their status for permitted elements and signing and dating a form attesting to this self-identification; (3) case notes which identify a participant's status for specific data elements, the date the information was obtained, and the case manager who obtained the information; and (4) electronic records.

Staff involved in the process also benefitted from greater WIOA knowledge, including documentation requirements, effective case notes, and case management best practices. This process also allowed Labor Program Specialists to provide more timely feedback to each office. The One-Stop Certification, Americans with Disabilities Act, and Equal Opportunity reviews were completed outside of the Review Crew.

Additional Information

See Appendix B – Oversight and Monitoring Policy, Program Year 2020 Annual Narrative Report, p. 32 in PDF.

Evaluation and Research

Activities and Methodology

In PY20, the State worked with the University of South Dakota's Government Research Bureau (GRB) to evaluate the effectiveness of utilizing WIOA title I services with individuals participating in the Reemployment Services and Eligibility Assessment (RESEA) program. To conduct the evaluation, the State provided the GRB with PIRL data, reemployment assistance (RA) claims data, and RA wage information for the calendar years 2017, 2018, and 2019. While confidential information and personally identifiable information (PII) was removed, a unique identifier was established for each individual. To develop the statistical models, the State determined dependent and independent variables and control variables, mean benefit duration, and

the median wage for each WIOA program year. The study produced a robust descriptive statistic of individuals who were referred to RESEA.

Continuous Improvement

Although the GRB was able to provide some initial results, it was unable to establish definitive results based on the current self-selection of RESEA services. The State is working with the GRB to conduct the next phase of the evaluation, which may involve a random assignment process, but both will work to ensure that providing services through random assignment does not inhibit an individual's ability to receive services.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

In PY20, the State provided one electronic form to both customers and employers to determine customer satisfaction.

Methodology

The State discontinued the use of two separate forms, one for jobseekers and another for employers, for data collection. Instead, the State consolidated the forms into one, adjusted it to include service-related questions, and sent it to both active and exited customers. In the process, the State also changed data collection platforms. Responses were automatically updated to a dashboard and collected and calculated for employers and jobseekers.

Continuous Improvement

No information provided for this section.

For more information, visit:

Reports

Program Year 2020 Annual Narrative Report.

Links

South Dakota Department of Labor & Regulation

Tennessee

Tennessee Department of Labor & Workforce Development

Waiver

Waiver Implemented

In PY20, Tennessee had two existing WIOA waivers that remained in effect from PY19:

- 1) Waiver associated with the requirement that local areas expend 75 percent of local formula youth funds on out-of-school youth (OSY).
- 2) Waiver to allow WIOA Individual Training Accounts (ITAs) for in-school-youth (ISY).

Strategies

Waiver associated with the requirement that local areas expend 75 percent of local formula youth funds on OSY

The approval of this waiver permits Local Workforce Development Boards (LWDBs) the opportunity to determine how best to meet the educational and training needs of youth with other barriers regardless of school status, and specific to the population, geographical location, and economic and employment conditions within each LWDB. Additionally, increasing outreach to ISY while maintaining a focus on serving OSY will help develop a larger pool of young people qualified and prepared to meet the current and future needs of employers in their workforce areas and throughout the State.

Waiver to allow WIOA Individual Training Accounts for ISY

This waiver increases the number of at-risk-youth receiving ITAs in work-based programs— especially pre-apprenticeship programs; helps companies develop new skills based on the need of business to develop young talent; provides hands-on experience for youth and encourages work-based services thereby addressing the talent shortage of local businesses and promotes youth accessible pre-apprenticeship programs.

Impact on Performance

Waiver associated with the requirement that local areas expend 75 percent of local formula youth funds on OSY

This waiver allowed local areas to consider their demographic needs and provide direct resources to ISY populations determined to have the highest need; in turn creating a stronger workforce pipeline. For several of the areas, ISY enrollment has increased more than 100 percent.

Data Validation and Data Integrity

State Approach

The State conducts data element validation (DEV) in accordance with TEGL No. 23-19.

Methodology

Department staff determine an appropriate sample size as outlined by the State's data validation policy. After the samples are pulled, at least four personnel per area are asked to conduct DEV. Data validation is conducted virtually over a three-week period. Objectivity is preserved by dividing the samples down into three grand planning regions. Each LWDB validates an area outside of their grand planning region. Training sessions begin with an overview of WIOA performance for Adult, Dislocated Worker, and Youth. The overview also includes a review of what documentation is acceptable for DEV. Department staff who participate in the DEV check each file in VOS to ensure that the appropriate documentation is present to support program eligibility, enrollment, and service provision. At the end of the validation period samples are collected and stored on an internal drive. The data elements are evaluated to determine which elements had the highest incidence of error. Each LWDB receives a report from the Department to identify where the highest error rates are so they can perform an internal audit of their files and make necessary corrections.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

No information provided for this section.

Continuous Improvement

No information provided for this section.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

Ensuring the operational effectiveness of Customer Satisfaction during implementation is critically import to the State Workforce Development Board and the State's Department of Labor and Workforce Development. Furthermore, improving customer satisfaction when engaging with Tennessee's workforce services is vital to meeting the demands of Tennessee. To help address these challenges, the State utilizes the customer relationship management system, Zendesk, to manage customer service requests. This tool allows the State to track issues and concerns as well as to evaluate the effectiveness of customer engagements. Additionally, the Zendesk platform allows the State to gain actionable feedback directly from customers for continuous improvement.

Methodology

No information provided for this section.

Continuous Improvement

No information provided for this section.

For more information, visit:

Reports

Workforce Innovation and Opportunity Act (WIOA), Program Year 2020 Annual Report (Dec. 2021).

Links

Tennessee Department of Labor & Workforce Development

Texas

Texas Workforce Commission (TWC)

Waiver

Waiver Implemented

The Texas workforce system and its customers have benefited from the USDOL's authority to waive certain statutory and regulatory provisions. These following waivers have provided TWC and Boards with the flexibility to be more innovative and efficient in delivering workforce services:

- 1) Waiver of the requirement under the WIOA rule at 20 CFR Section 681.550, which limits the use of individual training accounts (ITAs) for youth participants to out-of-school youth (OSY) ages 16 to 24.
- 2) Waiver of the performance requirements at WIOA Section 116(c) to allow the State to modify the performance measures used to negotiate local workforce development board performance.
- 3) Waiver of the reallocation provisions at WIOA Sections 128(c)(3) and 133(c)(3) to allow the State Workforce Development Board to develop different criteria than required by statute for the reallocation of recaptured funds among local workforce areas.

Strategies

Waiver of the requirement under the WIOA rule at 20 CFR Section 681.550, which limits the use of ITAs for youth participants to OSY ages 16 to 24

This waiver allows the State to extend the use of ITAs to in-school youth (ISY), thus permitting Boards to serve ISY in the workforce area while maintaining priority of service for OSY.

Waiver of the performance requirements at WIOA Section 116(c) to allow the State to modify the performance measures used to negotiate local workforce development board performance

This limited waiver from WIOA Section 116(c) pertaining to local performance accountability measures for Subtitle B provides TWC with greater flexibility when contracting performance measures with Boards. Through the implementation of this waiver, TWC will increase the integration of services to customers, evaluate Boards more effectively—promoting accountability—and provide Boards with flexibility in implementing Workforce Solutions Offices services.

Waiver of the reallocation provisions at WIOA Sections 128(c)(3) and 133(c)(3) to allow the State Workforce Development Board to develop different criteria than required by statute for the reallocation of recaptured funds among local workforce areas

This waives the provisions of WIOA Sections 128(c)(3) and 133(c) and 20 CFR Section 683.140 regarding reallocation of WIOA funds among local areas, thus granting the State flexibility in redistributing funds to the workforce areas with the greatest need.

Impact on Performance

Waiver of the requirement under the WIOA rule at 20 CFR Section 681.550, which limits the use of ITAs for youth participants to OSY ages 16 to 24

Use of this flexibility has been limited but nonetheless critically valuable. Boards utilizing this waiver have used ITAs to fund training for ISY enrolled in programs such as welding, nursing, HVAC, and business management. Boards view this waiver as an excellent opportunity to promote apprenticeship programs and utilization of pre-apprenticeship standards, with a focus on nontraditional industries and occupations.

Waiver of the performance requirements at WIOA Section 116(c) to allow the State to modify the performance measures used to negotiate local workforce development board performance

This waiver provides the State with continued administrative relief that will remove barriers to co-enrollment and promote a more integrated case management system across multiple programs.

Data Validation and Data Integrity

State Approach

The State takes a four-pronged approach when validating data:

- The State's case management system uses data validation codes to ensure consistent data collection. In this system, field values must meet the required PIRL.
- The State's Subrecipient Monitoring Department (SRM) conducts data validation testing for all Boards. Beginning in September 2020, in coordination with the State's Fraud Deterrence and Compliance Monitoring Division's Business Support group, SRM developed a dedicated database to capture testing results while allowing the State to generate testing outcomes by Board area.
- Information Innovation and Insight (I|3), the State's reporting branch, performs error-checking audits designed to conform with USDOL reporting requirements.
- Additionally, the State maintains a case management system with internal data integrity (DINT) functions. This function provides local system partners with the ability to make error corrections to data entries in the system, while enabling TWC to validate the corrections and approve or invalidate them based on standardized procedures. The DINT process is engaged when edits or corrections are submitted for system entries made in the previous quarter plus 20 days, effectively giving Boards 20 days after the previous quarter to make edits or corrections without the need to submit a DINT request, after which time all previous quarter entries require validation and approval by TWC's Workforce Automation department.

Methodology

No information provided for this section.

Additional Information

Following the Governor's COVID-19 disaster proclamation, a moratorium was placed on travel. Between March 2020 and August 2020, data validation audits at the Workforce Solutions Offices ceased. SRM implemented remote data validation audits in September 2020. During this time, SRM reviewed all 28 Boards, though with a modified sample size. The remote data validation audit process and travel moratorium will be reevaluated before January 2022.

Evaluation and Research*Activities and Methodology***Adult Evaluation**

The State participated in a new national reporting system for the adult education evaluation learning community. This 15-month project brought together research and evaluation experts from many states to develop and conduct high-value evaluation projects for adult education and literacy (AEL). The State evaluated the impact that different forms of intake and onboarding mechanisms used by AEL grantees had on measures such as length of participation.

Vocational Rehabilitation (VR) Program Evaluation

One project involves a quasi-experimental evaluation of the impact of the State's Project SEARCH for individuals with developmental disabilities. Project SEARCH allows participants to try and compare three 10 to 12-week paid internships in competitive integrated employment settings, giving them the opportunity to focus on gaining proficiency in their preferred occupation with the goal of obtaining and retaining permanent employment. Common local employers involved in Project SEARCH include hospitals, law firms, and supply chain industries, which offer diverse internships in areas such as office administration, data entry, assembly/packaging, and housekeeping and food preparation. Another project currently in the early stages of development involves a machine-learning model developed to identify VR participants who, six months into their cases, appear to be headed for an unsuccessful closure. The key to this project is not in identifying the cases but in developing an intervention that can transform an unsuccessful trajectory into a successful one. The VR division is developing the intervention, which will be tested through a randomized controlled trial (RCT) to identify cases on the path to failure and randomly assign them to receive the new intervention. This RCT will enable staff to determine whether the intervention has a causal impact on program outcomes. Although this work is being conducted within the VR program, it should be applicable to many other programs, including WIOA core partner programs, and other partner programs.

Information Innovation and Insight (I|3)

I|3 is working with the State's Workforce Development Division on several evaluations for DOL-funded programs. The first is an RCT for a new service that would be funded by WIOA Dislocated Worker (DW) statewide funding and involves special job-coaching and related resources. The evaluation will involve the random selection of Reemployment Services and Eligibility Assessment (RESEA) claimants for access to such services and will serve as both a WIOA DW and RESEA evaluation, as it is expected to meet CLEAR's "high causality" standard. Another study encompasses a broader quasi-experimental design that

addresses the impact of the RESEA program on benefits usage and return to work. It is anticipated that this second study will meet CLEAR's "moderate causality" standard.

Continuous Improvement

The State uses a blend of Six Sigma, Lean, and Theory of Constraints called "Rapid Process Improvement" (RPI) to evaluate system processes, identify opportunities for improvement, and test the results of implemented changes.

I|3 uses its analytical resources to prevent waste, fraud, and abuse within the UI system by developing predictive analytics models used by UI's benefit payment control and investigative staff. The State is active within the national UI integrity sphere and supports other states' efforts to promote integrity in their systems by sharing best practices and contributing to the UI Integrity Center's Suspicious Actor Repository.

Reports

Adult Evaluation

The final report was issued during PY20 and was used to develop curriculum for a session at the State's AEL summer institute for AEL providers held in August 2021.

Customer Satisfaction

State Approach

No information provided for this section.

Methodology

No information provided for this section.

Continuous Improvement

No information provided for this section.

For more information, visit:

Reports

Program Year 2020 Workforce Innovation and Opportunity Act Annual Report Titles I and III.

Links

Texas Workforce Commission

Utah

Department of Workforce Services

Waiver

Waiver Implemented

The State continues to use a waiver to meet the requirement of providing Individual Training Accounts (ITAs) to out-of-school youth (OSY) ages 18 to 24 enrolled in WIOA Youth.

Strategies

The waiver is used to assist in-school youth (ISY) with maintaining focus on education and exploring career options that require post-secondary education. Having more youth interested and engaged in education leading to credential attainment allows the State to increase its supply of workers to in-demand industry and occupations. Workforce Services has been monitoring its progress in implementing the waiver to ensure the State complies with waiver goals and meets measurable programmatic outcomes.

Impact on Performance

Data shows that Workforce Services is exceeding the requirements for OSY spending. By the end of PY20, 92.91 percent of WIOA Youth funds were spent on OSY and only 7.09 percent on ISY. A quarterly breakdown of ISY versus OSY expenditures indicates that OSY expenditures significantly exceeded the expenditure goal of 75 percent.

Out of the 137 ISY served in PY20, 42 youth (30.66 percent) were working toward obtaining a post-secondary credential. The remaining ISY were working on completing secondary school requirements with the intent to eventually enroll in post-secondary education.

Workforce Services has maintained its partnership with John H. Chafee Foster Care Independence Program and administers the Education and Training Voucher program by serving ISY preparing for postsecondary education. This federally funded program is designed to assist foster care youth, or youth who have aged out of foster care, with the support needed to complete postsecondary education and obtain employment. In Utah, a WIOA co-enrollment is required to administer the Education and Training Voucher program to foster care youth. Since most of the foster care youth are ISY, the waiver enables Workforce Services to serve this at-risk population and positively impact their ability to earn postsecondary credentials, enter the workforce and become contributing members of society. The State served 162 Education Training Voucher youth during PY20.

The waiver positively impacted education providers on the Eligible Training Provider List (ETPL) as they were not required to go through procurement in addition to completing the requirements to be on the list. This encourages providers to continue to be on the ETPL, benefitting both the ISY and OSY. The State continues to certify the education providers and monitor their performance on a yearly basis.

Data Validation and Data Integrity

State Approach

The State's Workforce Research and Analysis Division utilizes data validation on the reporting elements to verify that individual characters provided through user input are consistent with the expected characters of integer, decimal or string. Simple range and constraint validation are used to ensure the correct number of expected characters are in the fields as defined. Code and cross-reference validation is used to verify that the data entered by staff is consistent with the data rule descriptions. These validity constraints involve cross referencing supplied data with the element's edit check description to ensure compliance. Workforce Services' source systems have internal structured validation rules, which are used in the input process. The systems are designed with data definitions that place limits on what constitutes valid data as part of the data entry process.

Methodology

Management Information Systems staff collaborate with the State's business team to review all edit checks and USDOL Quarterly Report Analysis issues and determine corrective action quarterly. Necessary modifications are made to the report coding and data results are revalidated and resubmitted through the online edit-check process. Any updates to the PIRL are reviewed by the Management Information Systems and the State's business teams to update policy or system and then modify the reporting code, as necessary. The updates are reviewed and validated, then submitted through the edit check validation process. The State's business team ensures policies support gathering accurate data and appropriate source documentation. Local American Job Center staff receive training on how to capture data and targeted training when abnormalities or errors are identified.

Each year the Workforce Services' Performance Review Team completes a review of the required common data elements of the PIRL. Existing policy and procedures capture the data validation requirements and process. A statistically valid sample of records for each program reported in the PIRL is reviewed to ensure the data is pulled accurately from the case management system, UWORKS, and that appropriate source documentation validates the data reported. The reviews are captured in UWORKS through an edit tool which allows the State to track trends, anomalies, and errors. Program staff follow up with the appropriate parties to ensure the error is corrected and, if appropriate, policy is updated, and staff receive targeted training.

Additional Information

In PY20 for the annual validation, the Performance Review Team reviewed all the joint and USDOL required common data elements. Through the data validation process, program staff were able to collaborate with Management and Information Systems to update data queries and policy was reviewed to ensure only acceptable source documentation is allowed for data validation. Program staff compiled a list of common errors and anomalies and followed up with Management and Information Systems to ensure the errors and corrections are appropriately tracked.

Evaluation and Research

Activities and Methodology

WIOA Services Evaluation

During PY17, a workgroup reporting to the Operations Committee, which includes members from all core and required partners, made recommendations regarding Utah's research project to evaluate the effectiveness of the State's WIOA training programs. Their recommendations were approved by the Utah State Workforce Development Board (SWDB). The workgroup assisted in preparing defined outcomes and identifying measurement methods during the fall of 2018 and research began in January of 2019.

Work Success Studies

Workforce Services continues to participate in a national study, NextGen Evaluation, sponsored by the Office of Planning, Research and Evaluation within the Administration of Children and Families of the U.S. Dept. of Health and Human Services to evaluate Utah's Work Success program until March 2022. Work Success is currently in the embargo period of the study, with a pathway to other Workforce Services career services, and is under consideration by Workforce Services leadership to become operational again. In addition to the evaluation of the Work Success program and documenting the most effective components of the coaching, design and implementation, Mathematica Policy Research will include a cost analysis of the program. Outcomes from the study include measures of success in: Obtaining and retaining employment; Career advancement; Earnings; Receipt of TANF and other measures of self-sufficiency; Other indicators in personal and family well-being; and Improvement of self-regulation.

Continuous Improvement

The State's program staff, in collaboration with local area managers, developed an action plan to build on successful program implementation behaviors and recommended program improvements. The action plan was implemented during PY20 and included strategies, informed by the evaluation, to increase quality case management. Due to COVID-19 not all projects were fully implemented but are available for future utilization.

Reports

WIOA Services Evaluation

The report (*WIOA Evaluation Report*), was finalized in late spring 2020 and was presented to Workforce Services' leadership.

Work Success Studies

Findings on Work Success will be provided in a series of reports from Mathematica beginning fall of 2021 and produced on a rolling basis through 2023.

Customer Satisfaction

State Approach

The State uses several methods to gather feedback from customers. American Job Centers (AJCs) use surveys for specific events, verbal feedback provided to operations staff, and feedback from partner agencies. Three different surveys are used to collect this information: a jobseeker survey, a business customer survey, and a state-level labor exchange survey for both jobseekers and employers.

Methodology

Jobseeker survey

The State's AJCs collect information from jobseekers. This is accomplished through online and paper surveys depending on the individual's preference. The survey questions focus on goals of the AJC, specifically effective and quality referrals. The information is used to continually improve American Job Center service.

Business customer survey

Launched in December 2019, this survey gauged opinions from the use of services provided by the State's Department of Workforce Services. However, the survey response rate was impacted by the COVID-19 pandemic, which occurred three to four months into the launch. The survey assessed, for instance, usage of services provided by the Department of Workforce Services, job filing methods, and effectiveness and efficiency of Jobs.utah.gov.

Labor exchange jobseeker and employer surveys

A state-level survey was developed to gather feedback from customers utilizing the labor exchange system and online services. This voluntary online survey for jobseekers and employers has questions designed in partnership with the University of Utah's Social Research Institute. Workforce Services evaluates the feedback and incorporates it into future system changes and enhancements.

Continuous Improvement

Jobseeker survey

Feedback from the survey is used to improve services in AJCs and information about the SWDB Committee's work. A few examples of how the feedback has translated into service improvements include: Workforce Services development of online workshops to support professionalism in the workplace; Creation of virtual workshops that focus on developing an individual's ability to succeed in the workplace; Encouragement of worksite learning opportunities to provide a hands-on opportunity for individuals to learn positive workplace behaviors; Utilization of the online SmartStart publication to provide tips and information for successful employment; and development of an online resource from the Career Pathways Committee to support business and jobseekers in their efforts to improve soft skills and success in the workplace.

Labor exchange jobseeker and employer surveys

The jobseeker and employer surveys have also been instrumental in planning and implementing customer service enhancements. The surveys provide real-time feedback from the system's customer base. A goal for PY21 is to increase the response rates for both labor exchange surveys. The State plans to evaluate the questions and look for ways to shorten the surveys, which should result in higher completion rates.

For more information, visit:

[*Reports*](#)

WIOA Annual Report Program Year 2020.

Vogel-Ferguson, M.B. (Jan 2020). *Workforce Innovation and Opportunity Act - Evaluation Report*. Social Research Institute, University of Utah.

[*Links*](#)

Department of Workforce Services

Vermont

Vermont Department of Labor

Waiver

Waiver Implemented

The State had no waivers in place during PY20.

Strategies

Not applicable.

Impact on Performance

Not applicable.

Data Validation and Data Integrity

State Approach

In September of 2020, an administrative memorandum was sent to all staff outlining the policies and procedures for WIOA and Trade Adjustment Assistance (TAA) data validation. Staff were subsequently trained and a Data Validation Team was appointed to fulfill the work of reviewing samples of files for accuracy.

The State conducted data validation work in December of 2020. Pass/fail results were calculated, and more training was completed in Quarter 1 of PY21. Data validation was also conducted during the summer of 2021 on the Adult, Dislocated Worker, Youth, and Trade programs. In PY20, the State signed a data sharing agreement with Vocational Rehabilitation for co-enrollment activities. The State's goal is to establish a process to automatically capture this data in the case management system, reducing time spent on manually verifying and entering data.

Methodology

No information provided for this section.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

No information provided for this section.

Continuous Improvement

No information provided for this section.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

The need to offer services virtually has provided new opportunities for communication and interaction with both jobseeker and employer customers.

Methodology

Following each weekly Virtual Job Fair, every registered attendee receives an email with helpful and important follow up information and a request for them to provide feedback on the event. They are directed to an online form and local program staff conduct follow-up outreach on areas of concern.

Additionally, a feedback form has been created for employers to complete after they participate in one of the Virtual Job Fairs the State hosts. This tool is newly developed but has shown general approval and appreciation for the platform being provided and the opportunity to present information about their opening, company culture, benefits, and application process.

Continuous Improvement

These customer satisfaction tools are being adapted and improved regularly to improve the quality and quantity of the data collected.

For more information, visit:

Reports

Workforce Innovation and Opportunity Act (WIOA) Annual Statewide Performance Report Narrative Program Year 2020 (1 Dec. 2021).

Links

Vermont Department of Labor

Virginia

Virginia Career Works

Waiver

Waiver Implemented

The State was granted the waiver of the obligation of eligible training providers (ETPs) to collect and report on the performance data on all students in a training program at WIOA Sections 116(d)(4)(A) and (B), and 122(d)(2)(A), and 20 CFR 677.230(a)(4) and (5), and 20 CFR 680.430(b)(5).

Strategies

As outlined in the waiver request, the State continued to develop processes and procedures for collecting performance outcomes for all students in a WIOA-eligible program of study. These outcomes include employment and earnings, as required for the demonstration of continued eligibility. To accomplish this, the State created a data collection tool to assist eligible providers in tracking enrollment, program completion, credential attainment, employment, and wages for all students in WIOA-eligible programs. Based on student data tracked by providers, this tool produces aggregate data that will be submitted to the State and included in the required ETP reports. During PY20, training and guidance was developed on the use of this tool, and eligible providers were instructed to begin tracking student data as of July 1, 2021. As such, the State will be prepared to comply with the requirement to report performance data on all students in WIOA-eligible training programs, starting in PY21. The team continues to review challenges and opportunities associated with collecting Social Security Numbers for non-WIOA participants from eligible providers, with the goal of using a wage match to determine employment and earnings outcomes, whenever possible.

Impact on Performance

The State reported data for all WIOA-funded participants during PY20 in accordance with all statutory and regulatory requirements. Activities carried out under the ETP Performance for Non-WIOA Students waiver have affected state and local area performance outcomes by allowing the capacity of the ETP list to remain at a consistent level. Reducing ETPs' reporting requirements to include only WIOA-funded participants saved considerable time and expense by allowing ETPs to focus more time and resources on successful education and training outcomes for all students while still providing the required data on WIOA-funded participants. As the State transitions to reporting on all students in WIOA-eligible programs, any impact to the ETP list will be closely monitored and assessed.

Data Validation and Data Integrity

State Approach

The State has established processes for data validation that meet all federal guidelines issued by USDOL, which help to ensure the accuracy of the annual statewide performance reports, safeguards data integrity, and promote the timely resolution of data

anomalies and inaccuracies. Quarterly performance reviews are completed to monitor for data errors, missing data, out-of-range values, and anomalies. Annual validations are conducted to ensure the completeness of data and to identify and correct specific issues within the reporting process. The effectiveness of the data validation process will be assessed annually and revisions will be made as needed.

Methodology

Quarterly

The PIRL report is run every quarter for local areas (WIOA title I programs) and American Job Centers (WIOA title III programs). The information from the extracted file is checked against our state system to ensure the information contained in all federal extract files are accurate. Data is reviewed for errors, inconsistencies, missing data out of range values and any anomalies. Virginia Career Works Centers (VCWC) are contacted to make corrections. The reviews are done prior to their submission in the federal reporting system WIPS. This proactive approach is conducted on a quarterly basis to ensure the local areas are aware of any issues and can receive technical assistance all year round. Local areas and VCWCs are required to address all findings or concerns that are identified in a timely matter.

Annual

The annual report is run at the end of the program year and the sample for data element validation is generated. For WIOA title I programs, the sample is roughly 15 percent of the total program exiters (or a minimum of 650 participants) for the program year identified for review. For each sample file, the relevant required data elements listed in TEGL No. 23-19 are assessed. Each data element that is required to be validated and that is supported by acceptable documentation will be scored as “pass.” Conversely, each data element that is not supported by acceptable documentation, is scored as a “fail.” Validators use a combination of self-attestation (client statement with certification), cross-matching (i.e. wage data and employer documentation), detailed case and program notes (statements by VCW staff entered into the Virginia Workforce Connection (VWC) that identify the specific data element, the status of the element, the date information was obtained, staff name, and other relevant information), and electronic records (participant records stored in numeric and text formats) to validate the elements. The results of the element validation are shared with the local areas and kept on file according to records retention requirements. The data validation process was recently updated to include the additional required data elements listed in TEGL No. 23-19.

Additional Information

Annual data validation training is provided to appropriate program staff. Training includes information on the importance of validating the data, what needs to be validated, and how data validation works.

Evaluation and Research

Activities and Methodology

The State began an evaluation of its workforce development system in February 2021. This evaluation includes a scope focusing on an analysis of state oversight, local workforce development boards (LWDBs), and the customer experience. Input from state

workforce leadership, representatives from peer states, local workforce development areas executive directors, LWDB chairs, Chief Local Elected Officials, regional economic development representatives, American Job Center (AJC) operators, and other workforce experts served as the foundation for the assessment and resulting recommendations. One part of the assessment was a review of workforce development programs in peer states, including Alabama, California, Colorado, Indiana, North Carolina, and Washington. The six peer states selected reflect differing workforce system structures and strategies, approaches to respond to the pandemic, and preparations for the future of work. LWDB assessments included evaluations of local governance and service delivery models at comprehensive AJCs.

Continuous Improvement

The Virginia Career Works Referral Portal is structured to drive new traffic into the America Job Centers and reflect credibility by way of its quality design. Its design incentivizes clients to disclose information pertinent to accurate referrals by providing the rationale and benefit for each information request that will be specific to their directed need. As such, the Portal has increased communication and efficiency, while reduced duplication and waste, and enhanced meaningful customer outcomes.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

The State's customer satisfaction approach for PY20 was primarily based upon a multi-pronged method of surveying the jobseeker and business customers. As verified through the One-Stop Certification Process every three years, and through the statewide WIOA title I monitoring team's annual review activities, the Local Workforce Development Areas (LWDAs) work with their American Job Center partners to implement a customer survey process for each American Job Center. The One-Stop Certification Process and the monitoring process are used to assure that each center has been determined to meet uniform certification standards. Additionally, several of Virginia's agencies providing workforce services conduct agency specific customer surveys to validate the quality and appropriateness of their specialized workforce services. The Virginia Employment Commission (VEC), the Department for Aging and Rehabilitative Services (DARS), and the Department for the Blind and Vision Impaired (DBVI) each provide the opportunity for agency specific customer feedback during their service provision processes. These agency specific customer surveys allow for an in-depth analysis of the specialized services provided. The Adult Education program is a decentralized, grant-funded network of providers, each of which has mechanisms to solicit and collect customer (student) feedback and suggestions that are acted upon by the grant administrative team.

The State's primary approach to evaluating customer satisfaction for the network of American Job Centers relies on the local workforce development boards (LWDBs) to develop and implement customer satisfaction surveys. The fifteen individual LWDBs, each have a customer satisfaction survey for their jobseeker customers and for their business customers. In each of the areas, a customer satisfaction survey is made available to the job seeking customers through various means, such as available in the

resource room in paper and electronic versions, offered to customers at the end of workshops/meetings/events in either an electronic or printed format, and some are made available on the local workforce development area (LDWA) website as well. The business customers are also offered an opportunity to provide customer service feedback at the LDWA level after each event/provision of service. Virginia also relies on the agencies providing specialized workforce services to develop and implement agency specific customer satisfaction surveys.

Methodology

Due to the combined nature of the approach to evaluating customer service, tracking the customer service feedback process and outcomes for the American Job Centers is done at the local level; while agency specific customer feedback for the specialized services provided by the Virginia Employment Commission (VEC), the Department for Aging and Rehabilitative Services (DARS), and the Department for the Blind and Vision Impaired (DBVI) is done through the state agencies. Each workforce customer is offered avenues for providing feedback that reflect their unique experience within the workforce system. Evidence from the One-Stop Certification Process and statewide monitoring indicates that all jobseeker and business customers are provided an opportunity to participate in an American Job Center customer service feedback survey. PY20 response rates were lower than in PY19 for both jobseekers and businesses, which may reflect the challenges of providing services in a more remotely based environment. Several of the local areas have updated customer satisfaction surveys to include more accessible electronic versions, as the LWDAs have moved to a more technology-based service delivery system.

Each local workforce development board has a process for collecting, analyzing, and incorporating the customer satisfaction survey results into their daily operations. The survey results are collected and analyzed by program managers or One-Stop operators. The results are shared with the partner team members, and any resulting actions needed to improve operations are implemented through the appropriate partnership of American Job Center staff.

Continuous Improvement

The combined customer service mechanisms ensure that continuous improvement is an integral part of the customer satisfaction feedback processes for both the Virginia Career Works centers jobseeker and business customers, and for the specialized agency specific workforce services being provided by the VEC, DARS, and DBVI as a part of the workforce system in the State.

For the title IV agencies, DARS survey responses and comments for DARS clients who desire to share their responses are provided in a summary document throughout the survey period. The summary documents are then shared with the DARS Division of Rehabilitative Services (DRS) Director and District Directors to allow for continuous improvement for incorporating the consumers satisfaction feedback. For DBVI, a summary of the evaluation is provided to vocational rehabilitation (VR) agency leadership and to the State Rehabilitation Council (SRC) in the fall for inclusion in the SRC annual report. Survey results are reviewed monthly within the DBVI Policy and Evaluation team and the VR team, regarding data quality, and continuous program improvement opportunities. Topics for VR staff training are considered based on findings from the surveys. The SRC also reviews survey results quarterly. Revisions are made to the evaluation process as new areas of interest are identified. Data review and analysis continues to take place during the annual cycle to provide quarterly updates to the SRC and as needed.

For more information, visit:

[Reports](#)

Workforce Innovation and Opportunity Act (WIOA) Program Year 2020 Annual Report, July 1, 2020, to June 30, 2021.

[Links](#)

Virginia Career Works

Virginia Career Works Referral Portal

Washington

Workforce Training and Education Coordinating Board
Washington State Employment Security Department
Washington's Local Workforce Development Boards

Waiver

Waiver Implemented

USDOL has no WIOA waivers listed for Washington state on its USDOL Departmental Waiver Decisions website.

Strategies

Not applicable.

Impact on Performance

Not applicable.

Data Validation and Data Integrity

State Approach

The State's Employment Security Department (ESD) workforce monitoring unit performs annual onsite monitoring of each local workforce development board (LWDB) and other direct sub-recipients for WIOA. The unit incorporated data element validation (DEV) into the annual PY20 WIOA title IB monitoring visits, and TAA quarterly monitoring visits. The unit completed data validation for Wagner-Peyser once annually prior to certification of annual data reports. Data validation activities for WIOA title IB and TAA were based on guidance in TEGL No. 23-19. The State employs ESD WorkSource System Policy 1003, Revision 2 (based on guidance in TEGL No. 23-19), for Wagner-Peyser data validation activities.

Methodology

WIOA title I B core programs and Dislocated Worker grants

Staff at the data, architecture, transformation, and analytics (DATA) division provide the workforce monitoring unit with a sample participant list before each LWDB monitoring entrance. Records are selected based on a timeframe that includes all new enrollments since the last monitoring review up to the time the participant list is created. Records are also sampled based on the level of service delivery, giving preference to records with support services. Sample size methodology is based on a fixed number of participant records. Failures were documented on each participant file checklist as an item to address, with actions required to correct the individual file, or to correct the process moving forward. Errors in the most files were also documented on the daily observation reports with additional actions required from the LWDBs.

Wagner-Peyser

DATA staff provided the workforce monitoring unit with a participant record table that included PIRL data values to be validated against source documentation. A random sample of 24 records was selected, including some migrant seasonal farmworkers (MSFWs). The sample size methodology was based on a fixed number of participant records with all required data elements being reviewed per the resources available. The sample included a mix of active and exited participant records. The workforce monitoring unit provided DATA staff with the sampled records to obtain the identified validated wage data elements. Once reviewed, the unit provided Wagner-Peyser program and DATA staff with the DEV worksheets showing items that failed. The DEV worksheets identified passes and failures for each record by element. For failed elements, each unit was required to develop and submit a corrective action plan. Wagner-Peyser and DATA has 60 business days to resolve errors, document resolution and outcome, or the reason for failure to resolve in the respective program worksheet and send the completed worksheet back to the Workforce Monitoring unit.

Trade Adjustment Assistant (TAA)

Before each entrance, the TAA monitor ran a case management report to sample records. Records were selected based on a variable timeframe to reach the desired sample size for the WorkSource office under review in that quarter. A sample of 80 records is selected and reviewed annually. Failures are documented on each participant file checklist as an item to address, with actions required to correct the individual file, or to correct the process moving forward. Failures are documented on each participant file checklist as an item to address, with actions required to correct the individual file, or to correct the process moving forward. Errors are identified in the monitoring response document as well as actions required from the WorkSource office under review.

Additional Information

At the conclusion of the PY20 data element validation, the State assessed the effectiveness of the data validation process and updated procedures for PY21 to address any gaps, inconsistencies, and inefficiencies. The State provided data element validation training during annual monitoring tool review sessions in September 2020. The State's approach for the regular review of the quality of reported program data is addressed during quarterly and annual monitoring visits.

Evaluation and Research*Activities and Methodology***Workforce Training and Education Coordinating Board performance measures and results**

Workforce Training Results is an evaluation of Washington state's workforce development system, annually studying outcomes of participants from 12 workforce development programs, using a standard set of performance measures. The evaluation uses a data comparison approach to answer the question "are training programs providing participants with opportunities and positive outcomes?"

2021 net impact study on annual earnings for the Training Benefits Program

The goal of this study is to assess the net impact of the program on participant earnings, employment, and education or training. To measure program effects, the State's Program Evaluation Research and Analysis (PERA) unit compared training benefits participants to a comparison group of unemployment benefits claimants who did not participate in the program but were otherwise similar. The State combined Unemployment Tax and Benefits (UTAB) and Next Generation Tax System (NGTS) data systems with data from the Washington Education Research and Data Center (ERDC) to assess earnings, time employed, and enrollment in education and training programs.

Training Benefits survey and report

The State subcontracted with the University of Washington, Survey Research Division, to conduct customer surveys designed by the State's evaluation staff. The surveys were administered according to the division's standard operating procedures. Data from the State Board of Community and Technical Colleges (SBCTC) were used in the evaluation, and the JLARC also provided consultation and guidance during the evaluation process.

Reemployment Services and Eligibility Assessment (RESEA) evaluation

The evaluation used displaced workers who participated in the PacMountain Dislocated Worker program as a comparison group. The treatment group included those receiving Opioid Disaster PY18 NDWG. The evaluation employed a differences-in-differences estimation strategy, with individual fixed effects in a panel data setting. The evaluation used data from the State's case management system and administrative data on claimants' employment and earnings history.

Agricultural and Seasonal Workforce Services (ASWS) evaluation

The evaluation analyzes the impact of the changes in the State's ESD customer case management software on customer experiences. The evaluation will assess how programmatic changes in the customer case management system influence customer engagement with employment services and employment outcomes. The evaluation focuses on the experience of MSFWs.

Continuous Improvement

No information was provided for this section.

*Reports***Workforce Training and Education Coordinating Board performance measures and results**

The *Workforce Training Results* report describes the demographics and employment outcomes of each population and participant. The report also includes measures such as hourly wage and hours worked.

2021 net impact study on annual earnings for the Training Benefits Program

The results of the technical report are presented to the Washington state Legislature, who uses the results to set funding levels and program policy.

Training Benefits survey and report

The results of this report are presented to the Washington state Legislature, who uses the results to set funding levels and program policy.

Customer Satisfaction

State Approach

The State conducts participant and employer customer satisfaction feedback to inform workforce policy recommendations to the state Legislature and the Governor. The State also conducts periodic surveys to assess hiring practices and incumbent worker training.

Methodology

Employer satisfaction survey

The 2020 employer survey was conducted in the summer of 2019, with 27,153 Washington employers were randomly sampled from an estimated universe of 200,000. Responses reflect employer sentiment at that time. The State employed rescaling methods to estimate bias and standard error to correct for some bias by limiting the influence of outliers, and calibration techniques to achieve representation of firms with different known characteristics.

Participant satisfaction survey

The Program Participant Satisfaction Survey is currently under development and will closely follow the methodology of the Employer Survey. Questionnaire design is being done in collaboration with State Workforce System partners. The objectives are to measure participant satisfaction with services provided; job and occupational relevancy of training and education services; and the extent of which training, and education services helped the participant get a job and receive better compensation.

Data gleaned from these measures will be combined with program administrative data to determine gaps in service delivery, best practices, and areas of improvement. The starting sample size for each program is 1,300, with a target of 210 completed surveys for each of the 8 to 12 programs being evaluated. This target is consistent with past Participant Survey response rates of between 10 percent to 50 percent.

Agricultural and Seasonal Workforce Services (ASWS) customer experience study

This study provides recommendations on how to improve the State's Employment Security Department's (EDS) recruitment process as part of the H-2A application, as well as the costs incurred, and federal funding received to administer the H-2A program and other agricultural programs within the department.

Continuous Improvement

Agricultural and Seasonal Workforce Services (ASWS) customer experience study

In the *2020 Agricultural and Seasonal Workforce Services Report*, The ASWS Advisory Committee recommended that the ESD should conduct a customer experience study to better understand the experience of farmworkers and employers with the ESD

H-2A application and referral process. The study, currently being planned, will explore the farmworker and agricultural employer perspectives on barriers to accessing jobs, existing job search and recruitment strategies, usability of ESD systems, and the disconnect between the number of available jobs compared to the number of successful referrals.

The results from this customer experience study will directly inform the ESD's H-2A application and referral process. The results and response rates will be used to make changes in the current procedures, which may contribute to improved experiences for farmworkers and agricultural employers and increase the rates of job referrals and placements.

For more information, visit:

[*Reports*](#)

PY 2020 WIOA Annual Performance Report (Nov. 2021).

Hernandez C., J.A., Lee, D., and Klein, M. (Sept. 2021). *Net Impact Study for the Training Benefits Program 2002 through 2016 – Technical Report*.

Glass, E. (Sept. 2021). *Training Benefits Program Report*. Washington State Employment Security Department.

Besso, M., et al (Jan 2021). *2020 Agricultural and Seasonal Workforce Services Report*. Washington State Employment Security Department.

[*Links*](#)

Workforce Training and Education Coordinating Board

Washington State Employment Security Department

Washington's Local Workforce Development Boards

West Virginia

WorkForce West Virginia

Waiver

Waiver Implemented

The State did not have a waiver in place for PY20.

Strategies

Not applicable.

Impact on Performance

Not applicable.

Data Validation and Data Integrity

State Approach

The program operations portion of the on-site visits include WorkForce West Virginia (WFWV) staff verifying and validating performance data prior to federal reporting by checking the accuracy of a sample of computerized records and comparing keyed entries against the original source(s). On-site visits also include reviews of WIOA participant files, LWDB and Committee memberships, and equipment/inventory systems procedures to determine their compliance with federal provisions, regulations, and other applicable laws and to provide technical assistance as needed. WFWV continues to be committed to continuous improvement of its information and data systems and ensuring the integrity of program operations.

Methodology

Onsite reviews of participant files revealed Findings and/or Concerns in two main categories: Eligibility and Documentation, Excessive Service Durations, and Data Mismatches or Entry Errors. While there were other broader areas, such as Case Notes and Supportive Services, all issues seemed to fit into these categories. Of the samples reviewed, it was determined that the percentages of Adult, Dislocated Workers, and Youth files had issues.

Comprehensive reviews document effective practices being used by the State WDS and identify training and/or technical assistance needs of staff. Evaluations result in implementing methods for continuous improvement in the efficiency and effectiveness of the State WDS and improving employability for job seekers and competitiveness for employers. WFWV staff provide an overview of the results and recommendations of the evaluations during exit meetings with LWDB directors and staff. Compliance findings require submission of corrective action plans that offer solutions. In addition to the monitoring reviews,

WFWV conducts meetings or site visits with LWDBs and NDWG project operators to provide additional technical assistance, as necessary.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

WFWV and state agencies are partnering on a comprehensive approach to evaluation and research. WFWV has the capacity and expertise to convene the various partners to ensure coordination and effectiveness. Performance accountability measures the following indicators from respective core programs: Jobseekers receiving services in required quarters; Jobseekers receiving referrals to partner services in required quarters; Customers placed in employment in required quarters; Employer contacts made in required quarters; Median earnings of customers placed in employment; Credential attainment; and Measurable skill gains.

WFWV established baseline raw numbers for the indicators. Now that baseline numbers are established, data will be compiled into biannual reports and analyzed.

Continuous Improvement

WFWV implemented a customizable “point-menu” system awarding points based on the degree of intensity and the value of workforce services provided. Services earning high points would clearly reflect deeper relationships with employers and activities that are the result of longer-term relationships.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

During PY20, the LWDBs were given the flexibility to utilize their own customer satisfaction (CS) surveys/questionnaires. The survey participation rate was lower than anticipated; however, the feedback received was positive. LWDBs continue to implement innovative ways to reach the customer base and obtain satisfaction surveys. Examples include Zoom, Duo and Teams meetings, web-based portals, more frequent email, and cell phone communication.

Methodology

Region 1

Employers and participants who utilize On-the-Job training (OJT), Entered Employment (EE), or Incumbent Worker (IW)

programs were given surveys to provide feedback on program and services. It is of interest to note that most of the State's employers who utilize OJT and EE programs are repeat customers.

Region 4

This region continues to use SurveyMonkey as the platform to garner customer satisfaction surveys. All surveys were trending in positive or favorable satisfaction. Getting survey results still proves to be a challenge through survey monkey or paper surveys. Of the 1,619 surveys conducted in PY20, there was only a completion rate of 28 percent, mostly from One-Stop programs.

Region 5

This region had 317 customer satisfaction surveys completed with a response rate of 98 percent. This rate is mostly due to One-Stop Operator staff ensuring that all customers visiting an AJC in the region complete a survey while onsite.

Region 6

This region moved from hard copy surveys to an on-line survey option going into last program year. Because of this change, there was a decrease in the number of surveys that participants completed, but the overall satisfaction rating of those completed was 98.26 percent. The region continues to send out WIOA Training Exit survey links to participants who were in WIOA follow up and ended the year with a 95.55 percent satisfaction rate.

Continuous Improvement

Region 5

Results of customer feedback are used to improve existing customer service processes or develop new ones. Regular meetings will continue to be held between NPWDB, Inc. Job Center Operator and Core and Required Partner Staff to share information about programs and services and work for continuous improvement of customer-focused processes at regional AJCs.

Program improvement efforts

The State's Division of Rehabilitation Services (WVDRS) continues to support the implementation of customer satisfaction surveys of its clients to ensure quality services for WVDRS consumers. The WV State Rehabilitation Council (WVSRRC) conducts the surveys (with full WVDRS assistance and cooperation). WVSRRC is primarily responsible for completion of the consumer satisfaction survey for Vocational Rehabilitation (VR) consumers. WVDRS continues to provide and supplement fiscal and human resources needed for its successful completion. WVSRRC members selected a survey method that allows former WVDRS clients and individuals who were not accepted for VR services to be contacted via mail surveys as soon as they exit WVDRS from various statuses throughout the fiscal year.

WVSRRC prepared, in November 2020, the latest report *Consumer Satisfaction: Report of Survey Findings*. The findings were based on consumer satisfaction information gathered from 196 responses across the six WVDRS districts. Respondents to the consumer satisfaction survey were asked to rate their agreement with several statements about their interactions with WVDRS. Respondents were provided an option to indicate replies that were neutral or that the survey item was not applicable. Responses for the PY20 survey, overall, are notably higher than the reported satisfaction in previous years.

For more information, visit:

[Reports](#)

Annual Report Narrative on the Workforce Innovation and Opportunity Act to the United States Department of Labor Program Year 2020 (1 Dec. 2021).

[Links](#)

WorkForce West Virginia

Wisconsin

Department of Workforce Development

Waiver

Waiver Implemented

The State had the following approved waivers:

- 1) Waiver allowing the use of individual training accounts (ITAs) for in-school youth (ISY).
- 2) Waiver of the requirement that states and local areas expend 75 percent of all Governor's reserve and local area formula youth funds on out-of-school youth (OSY).

Strategies

No information provided for this section.

Impact on Performance

No information provided for this section.

Data Validation and Data Integrity

State Approach

The Jobs for Veterans State Grant is in the process of developing data validation procedures along with other title III partners based on TEGL No. 23-19. The current title I and III data validation policy ensures file samples will provide a mix of participants to ensure maximum opportunities for data corrections before the participant enters performance cohort periods. The State's data validation activities are addressed between on-site reviews and desk reviews. The Performance Advisory Committee will develop reports that identify potential issues of data quality.

Methodology

No information provided for this section.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

Staff and technical research capacity

The State leveraged its Workforce Data Quality Initiative (WDQI) Round VII grant to develop an evidence-based policy making vision, write a learning agenda, and implement an evidence plan. The State continues to build out the Longitudinal Workforce Database (LWD), which is designed to integrate data from disparate data sources to provide a mechanism for cross program data sharing. The State implemented the IBM Identity Insight data matching tool to match data from different data sources, including Divisions of Employment and Training, Vocational Rehabilitation, and Unemployment Insurance (UI).

Labor Market Information (LMI)

The State provides live LMI on the WisConomy webpage. Through this portal, users can access several dashboards to track private sector establishments across time, connects users to occupations in the WisConomy's Skill Explorer application, and access earnings data by demographic both statewide and by county.

Re-employment Services and Eligibility Assessment (RESEA) program

The State contracted with an outside evaluator, Actus Policy Research, LLC., in collaboration with the American Institutes for Research, to conduct a confirmatory impact, exploratory, and process/implementation analysis. The research study aims to confirm if the RESEA program increases participation in employment and training services, improves employment outcomes, and reduces duration of UI benefit receipt and number of benefits collected. Further data analysis will explore if an additional RESEA session enhances program impacts and if program effects vary by region, participant characteristics, and/or online assessment scores. The researchers will implement a process analysis with an aim to learn if RESEA services are implemented consistently across regions and across participant groups, and if any observed differences are associated with different outcomes.

WIOA title IV

The State has also engaged in a variety of evaluation projects to learn more about consumer engagement, student and youth transition services, and competitive integrated employment (CIE) outcomes. The State partnered with the University of Wisconsin-Madison Rehabilitation Psychology and Special Education Department to conduct an analysis using youth data from the State's Division of Vocational Rehabilitation (DVR). Additionally, the State partnered with San Diego University to conduct a Comprehensive Statewide Needs Assessment (CSNA) to identify and describe the rehabilitation needs of individuals with disabilities residing in the State.

Vocational Rehabilitation Technical Assistance Center for Targeted Communities (VRTAC-TC)

The State partnered with the national VRTAC-TC and implemented focus groups in Milwaukee to learn directly from consumers how the State can better reach out and engage with local adults with disabilities looking for support to get a job, keep a job, or find a better job.

State's Support to Communities grant program

The State, through ABT Associates Inc., is conducting an implementation study providing rapid analyses to inform ongoing improvement and develop practitioner-friendly products and analyzing how proposed plans for implementation may have shifted due to COVID-19. All evaluation activities have been done virtually with subgrantees to ensure on-the-ground practices support the evaluation design.

*Continuous Improvement***Re-employment Services and Eligibility Assessment (RESEA) program**

Currently, the State's RESEA program is working with Actus to finalize the evaluation plan, data collection and sharing procedures, and random assignment so that evaluation can begin in January 2022.

WIOA title IV

The State is using the results of both the youth data analysis and CSNA to help identify ways to enhance customer service with the aim to improve measurable skills gains, consumer employment outcomes, and improved job matches, matching the skills and interests of consumers with local job openings meeting local business workforce needs. In addition, the State continues to partner with schools, long-term care, and mental health state partners to measure progress towards increasing CIE outcomes of working age adults with disabilities who receive public services.

WIOA Local Statistical Adjustment Models (LSAM)

The State is working on the development of WIOA LSAMs to identify a local model for local boards to better predict and monitor performance. This project also aims to develop a tool to provide quarterly updates of performance so that local boards can easily monitor performance throughout the year, reducing the chance for unexpected changes in local performance targets.

Applied Data Analytics Program 2021

In April 2021, State staff participated in the Winter 2021 Applied Data Analytics Program. The staff learned about advanced analytics, including machine learning, and is currently pursuing data-driven projects on how to better use LMI, specifically Wisconsin's Program for Measuring Insured Unemployed Statistics (PROMIS), to inform employment and training service provision.

Data literacy and empowerment assessment

In May 2021, the State assessed, via survey, employee levels of data literacy and empowerment throughout the department. The results are being used to inform data empowerment (literacy) activities and showcases in 2022 and beyond. Specific training resources have been developed to help improve staff data empowerment including data literacy and basic data skills; data stewardship and governance; and evidence-based policymaking.

*Reports***Vocational Rehabilitation Technical Assistance Center for Targeted Communities (VRTAC-TC)**

The State partnered with state and national evaluators to publish lessons learned from the Wisconsin Promoting Readiness of Minors Receiving Supplemental Security Income (PROMISE). **Analysis of the Unemployment Insurance Waiting Period in**

Wisconsin

The State completed a contract with the Institute for Research on Poverty to research the impact of Wisconsin's Act 32 (2011) one-week waiting period requirement for Unemployment Insurance claimants. The study was initiated using WIOA title I reserve funds during PY19 and was completed during PY20. Research findings indicated the one-week waiting period did not influence differences in benefit claimant receipt of public benefits.

Customer Satisfaction

State Approach

The State coordinated monitoring team continued a WIOA title I participant satisfaction survey that was implemented in PY19 as a component of annual monitoring of the local workforce development boards.

Methodology

The State emailed the survey to 4,399 participants statewide to all WIOA title I Adult, Dislocated Worker, and Youth participants who were active at some point during the previous 12 months. The State disseminated the survey via Survey Monkey. Participants received reminders to complete the survey to improve the response rate. Local workforce development boards also received reminder emails so they could communicate with their participants and encourage responses.

WIOA title I participant surveys

In addition to WIOA title I participant surveys, the State's One-Stop system certification materials require local workforce development areas to have systems in place for collecting and analyzing customer feedback, both from jobseekers and businesses, and to use the information to improve service delivery. These certification materials were distributed and utilized by the 17 local areas at the end of PY18 for the purposes of certification for the next three-year certification cycle.

WIOA title III surveys for both employers and jobseekers

Online surveys are generated when a job posting closes to garner feedback from employers about their hiring outcomes and to provide suggestions for system improvements. In PY19, 367 employers responded to surveys.

JobCenterofWisconsin.com

Automated online surveys are also triggered when a candidate's resume on JobCenterofWisconsin.com is due to expire to get feedback about their job search results.

Continuous Improvement

The State decided to retain the participant satisfaction survey as a component of PY21 annual monitoring to compare year-over-year results and collect information for the purposes of continuous improvement efforts. The results of each area's participant survey, including both statistical and qualitative feedback and comments, were shared and discussed with each LWDB during annual monitoring. These discussions created the opportunity for highlighting both local strengths and areas of improvement.

WIOA title III surveys for both employers and jobseekers

Based on suggestions from the surveys in PY19, improvements were made to the job order system to allow third-party agents to use a single sign-on to post job orders, rather than having multiple usernames and passwords for various accounts.

JobCenterofWisconsin.com

The State is currently in the planning stages of programming a resume upload feature on JobCenterofWisconsin.com. This is in response to overwhelming feedback received from 2,524 jobseeker surveys in PY19.

For more information, visit:

[*Reports*](#)

Wisconsin WIOA Annual Report (30 Nov. 2021).

Understanding Wisconsin's Job Outlook: Industry & Occupation Projections, 2018–2028 in Brief (July 2021).

Smith, J., et al (Nov. 2020). *Analysis of the Unemployment Insurance Waiting Period in Wisconsin*. Institute for Research on Poverty, University of Wisconsin-Madison.

Klerman, J. A., et al (2019). *Evaluation of Impacts of the Reemployment and Eligibility Assessment (REA) Program: Final Report Appendices*. ABT Associates.

[*Links*](#)

Affirmative Action dashboard

Business Employment Dynamics Dashboard

Career Clusters dashboard

Department of Workforce Development

Understanding the Influences of Race, Disability, and Poverty on Employment

Wyoming

Wyoming Department of Workforce Services

Waiver

Waiver Implemented

The State had two active waivers that impacted the WIOA program:

- 1) Requirement to expend 75 percent of funding on out-of-school youth (OSY) expenditures to be reduced to 65 percent through June 20, 2022.
- 2) Requirement to collect and report performance data on all students in programs on Wyoming's Eligible Training Provider List (ETPL). This waiver expired on June 30, 2021.

Strategies

Requirement to expend 75 percent of funding on OSY expenditures to be reduced to 65 percent through June 20, 2022

The State requested a waiver from WIOA Sec. 129 (a)(4)(A) and 20 Section CFR 681.410, which requires that not less than 75 percent of funds allotted to states under WIOA Sec. 127(b)(1)(C), and reserved under WIOA Sec. 128(a), shall be used to provide youth workforce investment activities for OSY. The State requested this percentage be lowered to 65 percent for PY20 to PY24.

Waiver of the requirement to collect and report performance data on all students in programs on the ETPL

The State's Research and Planning Unit (R&P Unit) conducted a study and published a white paper on the feasibility of creating Eligible Training Provider (ETP) performance reports. During the study period, 169 approved ETP programs were active but only 47 reported both participant and non-participant data to the State. To fill in some missing parts of the non-participant data, college and university data were used by matching the training provider and Classification of Instructional Programs (CIP) code. An example of this is Casper College's Fire Science/Firefighting program. The report only includes participant outcomes data on 50 programs as most program-specific results were non-disclosable because of the confidentiality requirements in 20 CFR Section 603. The report emphasized the need for collection of more non-participant data to provide a clearer picture of employment and wage outcomes for training programs. The report was shared with the State's Department of Workforce Services staff, the Wyoming community colleges, the Community College Commission, and the University of Wyoming. The waiver expired on June 30, 2021.

Impact on Performance

No information provided for this section.

Data Validation and Data Integrity

State Approach

For titles I and III (WIOA Adult, DW, Youth, WP), reporting and monitoring staff generated a statistical sampling of participant files in the Adult, Youth, Dislocated Worker, and Wagner-Peyser programs using the PIRL Data Sampling Tool available in the Wyoming at Work Administration Module. Sampling was conducted annually and upon request.

Methodology

The State used the PIRL Data Sampling Tool available in the Wyoming at Work Administration Module. This tool employed random statistical sampling methods to generate a list of files to be validated. Participant sampling was selected statewide from participants within the prescribed program year. The data validation was performed for PY19. A total of 4,317 data elements could be selected for validation. Not every data element was applicable to every participant and/or program, thus 2,509 data elements were validated with an overall error rate of 19 percent.

The State's Adult Education programs used a multi-tiered approach to data validity. Written protocols for data validation followed OCTAE guidance and contained a description of the processes for identifying and correcting errors of missing data. Monthly, quarterly, and end-of-year provider reports as well as state monitoring reports were geared toward ensuring data validity.

Additional Information

To improve data quality, training is under development to target data elements flagged with a high rate of failure. This targeted training will be delivered to One-Stop Career Center staff throughout this program year.

Evaluation and Research

Activities and Methodology

ETP reporting capacity evaluation

The State conducted a study and published a white paper on the feasibility of creating ETP performance reports (*Wyoming Eligible Training Providers Program Outcomes Report*). During the study period, 169 approved ETP programs were active but only 47 reported both participant and non-participant data to the State. To fill in some missing parts of the non-participant data, college and university data were used by matching the training provider and CIP code. An example of this is Casper College's Fire Science/Firefighting program.

Continuous Improvement

The State will release a request for proposal for evaluations. Evaluations are paramount for crafting and executing strategic planning goals and objectives to reach the State's workforce development needs for a thriving economy.

Reports

ETP reporting capacity evaluation

The *Wyoming Eligible Training Providers Program Outcomes Report* emphasized the need for collection of more non-participant data to provide a clearer picture of employment and wage outcomes for training programs. The report was shared with DWS staff, Wyoming's community colleges, the Community College Commission, and the University of Wyoming. The report only includes participant outcomes data on 50 programs, as most program-specific results were non-disclosable because of the confidentiality requirements in 20 CFR Section 603.

Other releases and publications

- The monthly Wyoming Labor Force Trends publication
- 2021 Wyoming Workforce Annual Report
- Labor Market Information webinar videos
- Current Employment Statistics
- An Introduction to Colorado-Wyoming Commuting Patterns
- Wyoming Post-Secondary (Colleges & University) Employment Outcomes

Customer Satisfaction

State Approach

The Workforce Centers employ an online feedback system that collects data in real time from all individuals and employers who receive services through Wyoming At Work.

Methodology

A total of 769 individuals/employers completed a customer service satisfaction survey in the online job-matching system, Wyoming At Work. This number decreased significantly from the 949 completed surveys at the time of the last report.

Continuous Improvement

The One-Stop System looked at many ways to implement continuous improvement throughout PY20. Wyoming has used the One-Stop Center certifications, National Association of State Workforce Associations (NASWA) committee meetings, Workforce GPS webinars, and discussions with other states when evaluating best practices.

During PY20, the State researched and was in the process of implementing the following:

- To establish an electronic tracking system for all walk-in clients, the State purchased iPads and stands for the front counters in all Workforce Centers. The sign-in data collection was the same for all 20 workforce centers. This data will be used to inform the decision-making processes needed to strengthen the services delivered.
- The State will provide more training opportunities to all workforce center staff and is in the process of publishing a training calendar to include an “all staff” training conference. Through the completion of the One-Stop certifications, more educational materials are shared with all staff on the WIOA programs and required partnerships.
- During PY20, many One-Stop staff were involved in the Strategic Planning Task Force. These individuals were part of the team that refined the agency’s mission, vision, and goals. The team is currently working on the rollout of the agency’s goals.
- The One-Stop team is always working on continuous improvement strategies, finding the best methods to ensure that tasks are completed in the most efficient, effective, and productive ways.

For more information, visit:

[*Reports*](#)

Wyoming Annual Narrative Report, Program Year 2020.

Halama, M. (April 2021). *Wyoming Eligible Training Providers Program Outcomes Report*. Research and Planning, Wyoming Department of Workforce Services.

Bullard, D., et al (eds.) (June 2021). *2021 Wyoming Workforce Annual Report*. Wyoming Department of Workforce Services.

Kofoed, A. (June 2020). “An Introduction to Colorado-Wyoming Commuting Patterns” in *2020 Wyoming Workforce Annual Report*. Wyoming Department of Workforce Services. Chapter 9: Commuting, pp. 42-3.

[*Links*](#)

Wyoming Department of Workforce Services

Wyoming Labor Force Trends

Wyoming Post-Secondary (Colleges & University) Employment Outcomes

Current Employment Statistics

Labor Market Information webinar videos

American Samoa

Department of Human Resources - Employment & Training Division

Waiver

Waiver Implemented

No new waivers proposed for the Territory.

Strategies

Not applicable.

Impact on Performance

Not applicable.

Data Validation and Data Integrity

State Approach

The Territory is utilizing the One-Stop MIS system (hireamericansamoa.com) to input and analyze program reports. Once the reports are analyzed and summarized, the validation process is administered in the Workforce Integrated Performance System (WIPS). There are technical issues that the Territory is experiencing with access to the Apprenticeship State Expansion reports, but the staff is working on securing it. The Territory's WIOA Deputy Director conducts and completes data validation. For future report reviews, modifications, references, or submissions, the Territory plans to add an additional submitter or point of contact to alleviate any setbacks or problems.

Methodology

No information provided for this section.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

The American Samoa WIOA Program is mainly concentrating on data input for all services/activities initiated by the program. These include all areas of the Work-Based Learning (WBL) entities: Summer Youth Employment Program (SYEP); On-the-Job Training (OJT); and Apprenticeship State Expansion (ASE) Program.

Potential Research resources are now being assessed by the program staff to better capture challenges/issues and identify areas of improvement. Weekly conference calls with the Federal Project Officer and reports and data managers are in place to provide the staff with guidance and resources to meet the deadlines and submit reports in a timely manner. Internally, there are consistent processes that entail collecting of information and data by way of customer evaluations. These measures include response to federal monitoring findings, measuring effectiveness in serving employers, customer satisfaction surveys, and data validation. The customer satisfaction survey is an initiative to solicit feedback from individuals and business to improve overall services offered, as well as to increase customer satisfaction.

Continuous Improvement

No information provided for this section.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

There is a customer satisfaction survey that is being utilized for the American Samoa WIOA program that targets applicants/jobseekers, the general public, and the government/private sectors receiving services. This survey was created and administered within this quarter of the performance year. As of current, the survey is not documented in the One-Stop Virtual system; however, WIOA management is working to fine-tune the survey and eventually add into the Management Information Systems (MIS) before the end of 2020. As an integral part of the Implementation Plan of American Samoa WIOA program, there will be a variety of surveys created in the future that will focus specifically on the target populations (Youth, Adult, and Dislocated Workers), as well as the overall improvement and sustainability of the services provided. This process will enable a sterner approach to identifying improvement strategies for the program/services. The outcome of the satisfaction survey is a vital reflection in respect to the needs of the programs and to meet the goal and vision.

Methodology

The following are the breakdown of the data that AS WIOA will be collecting in respect to the evaluation and customer satisfaction:

1. Self-Service
2. Participant Applications
3. Participation Orientation
4. Walk-ins

5. New Employer Registration
6. Employer Served
7. Follow-ups
8. Training need Statement

Continuous Improvement

No information provided for this section.

For more information, visit:

Reports

Workforce Innovations and Opportunity Act (WIOA), Annual Narrative Performance Report Performance Year 2020.

Links

Department of Human Resources - Employment & Training Division

Commonwealth of the Northern Mariana Islands

CNMI Department of Labor – Workforce Investment Agency

Waiver

Waiver Implemented

The Commonwealth of the Northern Mariana Islands (Commonwealth) submitted a request to waive the membership requirements of the board to USDOL as it was unable to comply with WIOA mandates for workforce representation. At the time and what remains, the Commonwealth was lacking an established labor organization and was in its early development stages of the Apprenticeship State Expansion grant. On November 23, 2020, USDOL approved the Commonwealth's request to waive the statutory requirement on the membership to the State Workforce Development Board.

Strategies

No information provided for this section.

Impact on Performance

The approval allowed for the Commonwealth to have a compliant board to continue their work towards improving the workforce system.

Data Validation and Data Integrity

State Approach

In a series of technical assistance events with our USDOL ETA Performance Specialist, the Commonwealth's Data Validation policy was revised to satisfy USDOL requirements. As stated in the policy, data validation is a series of internal controls or quality assurances techniques established to verify the accuracy, validity, and reliability of data. The policy is established to provide program staff guidelines to ensure that all program data are consistent and accurately reflect the individual data elements and the performance outcomes of WIOA core programs, National Dislocated Worker Grants, and the Apprenticeship State Expansion Grant.

Methodology

Key program staff of the USDOL Workforce Investment Agency, are required to: verify that state-reported performance data is valid, accurate, reliable, and comparable across programs; identify anomalies in the data and resolve issues that may cause inaccurate reporting; outline source documentation required for common data elements; and improve program performance accountability through the results of data validation efforts. The preliminary policy was implemented in the program year. Designated program staff conducted data validation on 10 percent of the active and exited records that were randomly selected.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

During PY20, the Commonwealth participated in numerous technical assistances dialogs with USDOL that focused on WIOA requirements to conduct an annual evaluation. As a result, a Request for Proposal is being drafted to conduct a comparison study to assess the effectiveness of the services across programs.

In addition, the Commonwealth will be participating in the upcoming 2021–2022 Evaluation Peer Learning Cohort, where cross-agency representatives from up to six state teams represent the core WIOA programs, such as: Title I – USDOL Workforce Investment Agency, title II – NMC Adult Basic Education, and title IV – Office of Vocational Rehabilitation. Another participating partner is the title V program under the Office of Aging. Representatives include individuals with decision-making authority along with key staff involved in data and reporting.

Continuous Improvement

No information provided for this section.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

The Commonwealth conducted a Business Assessment Needs Survey to better understand the needs of businesses and nonprofits to support the training, employment, and retention of employees.

Methodology

In conjunction with Max Impacts, a survey for review was made into a paper and online version. Through listservs, the online link was distributed to over 100 business contacts within the Saipan Chamber of Commerce and Society for Human Resources as well as the Marianas Variety and Saipan Tribune. The Commonwealth conducts a HireMarianas Customer Survey of WIOA customers that utilizes the state workforce management information system, HireMarianas.

Continuous Improvement

No information provided for this section.

For more information, visit:

[Reports](#)

Program Year 2021 [*sic*] (July 1, 2020–June 30, 2021) WIOA Annual Statewide Performance Report Narrative.

[Links](#)

CNMI Department of Labor – Workforce Investment Agency

Guam

Guam Department of Labor

Waiver

Waiver Implemented

Although the Territory was going through the COVID-19 pandemic, it also received a favorable response from USDOL that was submitted on the approval of the out-of-school youth (OSY) waiver. This requested waiver was associated with the requirement at WIOA Section 129(a)(4)(A) and 20 CFR 681.410 to expend 75 percent of local formula youth funds on OSY.

Strategies

The Territory requested to lower the OSY expenditure requirements from 75 to 50 percent of the total funds received. The waiver will allow the territory to provide services and support to eligible youth to assist them with workforce training and work experience with youth programs as well as to re-introduce summer youth programs.

Impact on Performance

The Department engaged with the Department of Youth Affairs in a six-week summer program in 2021 and the youth appreciated the exposure to working to meet the workforce needs of young workers and employers. The Territory's American Job Center also offers career and technical education (CTE) programs with the territory's education partners, the Guam Community College, and the University of Guam.

Data Validation and Data Integrity

State Approach

The Territory developed new standard operating procedures (SOPs) for the American Job Center (AJC) which were approved by the Guam Workforce Development Board (GWDB). The AJC, under the Guam Department of Labor (GDOL), is primarily responsible for the title I and III data validation procedures.

Methodology

The AJC will review source documents against the data entered into the HireGuam VOS for all ETA-funded grants and programs in accordance with the data elements outlined in TEGL No. 7-18, Attachment I. The Information, Systems and Technology (IST) Administrator will conduct technical reviews of the PIRL entries for title I and title III to ensure data transformation procedures are valid and reliable for report validation.

Types of Source Documentation

For most data elements, the validation guidelines provide multiple forms of acceptable source documentation. The most objective

source should be used to determine if the data element is valid and accurate. The Territory's AJC may maintain supporting documentation for program-specific data elements not included in TEGL No. 7-18; conduct additional source document validation on more data elements; and require additional source documentation in the procedures.

These source documentation types include self-attestation, case notes, and other records such as electronic records that are participant records created, stored or transferred in a form that only a computer can process and maintained in the Virtual One-Stop (VOS). Records can be numeric, graphic, or text.

The sample selected for review must include a mixture of cases at various stages of the service delivery model for the three key services offered at the AJC: Career Services, Business Services, and Follow-up Services.

The department will conduct data validation activities quarterly and data integrity checks during quarterly desk reviews. IST will conduct a technical review of the PIRL prior to submitting the PIRL each quarter for the report validation. A random sample size of 50 active participants and exiters or 25 percent of active participant and exited records will be drawn per program year. The random sample will be drawn using stratified random sampling by dividing the population by program then a random sample taken from each group.

Additional Information

Responsibilities

The AJC IST Administrator and Administration Monitoring and Oversight Staff are responsible for the administration of title I and III data validation efforts.

Reporting and Frequency

The AJC staff and management will conduct the initial monitoring review for all new participants processed after the first 30 days with Case Managers. The AJC staff and management will conduct the data validation report quarterly during the on-site monitoring every program year before the federal report is due in order to document the results in the Monitoring Report. During the program year period of the participant, all participant activities must be recorded. Any documented deficiencies will be recorded with a date required to rectify to be consistent with the current monitoring correction timelines. The GWDB Monitoring and Oversight Committee will provide official results of the reviews to the local workforce board and GDOL Director. Reports will indicate required corrective actions and will determine the required completion date within the program year for corrections consistent with the impacted data's utility in performance indicators.

Training

IST will offer annual data validation training each program year for the local GWDB and AJC staff. Training initiatives may include providing further clarifications in TEGL No. 7-18, Attachment I, Source Documentation for WIOA Core Programs.

Evaluation and Research

Activities and Methodology

Due to the COVID-19 pandemic, no evaluations took place, but the Territory continued to coordinate with their workforce partners, the institutions of higher education, the University of Guam, and the Guam Community College to conduct evaluations and related research projects for WIOA programs.

Continuous Improvement

No information provided for this section.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

The Territory utilizes the HireGuam Virtual One Stop (VOS) System to capture information and measure customer satisfaction at the Guam American Job Center (AJC). The outcomes reflect the data captured from employers and participants in the programs and training offered at the AJC. For best practices, the VOS has proven to be a very useful tool in collecting the information provided for this purpose on reporting for customer satisfaction surveys aligned with WIOA programs since business relations are maintained by the department in terms of informing businesses to register on HireGuam and for participants to see what jobs are available for employment. It also reflects jobseekers' perspective and employers alike, so they too have a voice in the whole spectrum of AJC services available and how to understand customers' experience.

Methodology

No information provided for this section.

Continuous Improvement

No information provided for this section.

For more information, visit:

Reports

PY2020 Workforce Innovation and Opportunity Act Annual Report Narrative.

Links

Guam Department of Labor

Palau

State Workforce Development Board
Palau WIOA Office/American Job Center

Waiver

Waiver Implemented

The Territory requested the waiver of the requirement that states and local areas expend 75 percent of all Governor's reserve and local formula youth funds on out-of-school youth (OSY), which was conditionally approved pending actual program activities report. Although the implementation and continuous efforts to complete the CARES Act grants, Pandemic Unemployment Assistance and Federal Pandemic Unemployment Compensation, has overwhelmed Palau WIOA, the Territory was able to implement the Youth Program through the Ministry of Human Resource, Culture, Tourism, and Development in the summer of 2021.

Strategies

No information provided for this section.

Impact on Performance

No information provided for this section.

Data Validation and Data Integrity

State Approach

No information provided for this section.

Methodology

No information provided for this section.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

The Territory, as a small and single state service delivery area, has not developed evaluation or related research projects.

Continuous Improvement

Not applicable.

Reports

Not applicable.

Customer Satisfaction

State Approach

The Territory uses the Virtual One-Stop System for its workforce delivery to both employers and jobseekers and surveys have not been undertaken to include customer satisfaction at this time.

Methodology

Not applicable.

Continuous Improvement

Not applicable.

For more information, visit:

Reports

Annual Statewide Performance Report Narrative.

Links

State Workforce Development Board

Palau WIOA Office/American Job Center

Palau WIOA State Plan Program Years 2020–2023

HirePalau

Puerto Rico

Puerto Rico Workforce Development Program
Department of Economic Development and Commerce

Waiver

Waiver Implemented

- 1) Waiver to increase on-the-job-training (OJT) reimbursement up to 90 percent for businesses with 50 or fewer employees.
- 2) Waiver of the requirement that states and local areas expend 75 percent of all Governor's reserve and local area formula youth funds on out-of-school youth (OSY).

Strategies

Waiver to increase OJT reimbursement up to 90 percent for businesses with 50 or fewer employees

This waiver was approved by USDOL on February 12, 2021, and it will be valid until June 30, 2022. The waiver allows the Territory's businesses to rapidly adapt to technological and general marketplace changes by improving their capacity to expand and remain competitive with affordable OJT options uniquely designed to achieve their specific development goals. The reduced match requirement for employers, particularly new start-ups and small to medium-sized businesses, provide an attractive and cost-effective financial incentive, increasing the opportunity to utilize the OJT model for hiring and training new workers. From an economic development standpoint, increasing the number and quality of the labor force stimulates the competence and competitiveness of the Territory's economy.

Waiver of the requirement that states and local areas expend 75 percent of all Governor's reserve and local area formula youth funds on OSY

This waiver was approved by USDOL on April 20, 2021, and it will be valid until June 30, 2022. The chart in the full report details the use of the same by the participating LWDA's. From the data provided by the chart, the State states that the Territory's workforce system has greatly benefited from the same since its implementation allows for the use of up to 50 percent of the Youth program funds, for services for in-school youth (ISY). Nonetheless, the Territory continues its efforts to provide employment and education services for OSY. Given the economic crisis that the island is experiencing, it is necessary to promote the holistic development of young people to foster their economic self-sufficiency to the extent that barriers to employment and access to education are broken down, including OSY and ISY population.

Impact on Performance

Waiver to increase OJT reimbursement up to 90 percent for businesses with 50 or fewer employees

This waiver has been a great tool to help I-WDXs to attract new employers to the workforce system. For example, during PY20, this waiver was used by eight LWDA's with a participation of 56 employers and 271 employees, 163 adults, and 108 dislocated workers, with a total expenditure of \$1,278,634 million. The waiver has increased employee and employer participation. It should

be noted that the use of this waiver for PY20 could only be implemented by the LWDA's for the last two quarters. Notwithstanding, the LWDA's had an extremely satisfactory performance. The LWDA's that benefited most from the waiver according to the information provided on their expenditures are Caguas/Guayama (\$354,334) and Southeast (\$384,300). Based on the labor and business sector background in the Territory, the impact of said waiver is significantly aiding the Territory's workforce and economy since it is increasing the opportunity to promote job skills improvement, job creation, and business sustainability of various economic regions of Puerto Rico. As a result, with the data provided by the LDWA's, we expect an increase in the participation of employers, adults, displaced workers, and youth, as well as in the investment of funds for PY21.

Waiver of the requirement that states and local areas expend 75 percent of all Governor's reserve and local area formula youth funds on OSY

The chart in the report shows the participation of OSY and ISY for the PY20. The approval of waivers in previous years had a significant effect in increasing ISY participation. The five local areas that used the waiver in the aggregate, reported expenditures of \$5.5 million during the PY20. Of said group, the I-VIDA of Caguas/Guayama reported the highest expenditures and the largest number of participants.

The chart in the report also shows the relationship between participation and expenditures in the WIOA Youth program. It should be noted that the participating LWDA's continued to provide services to OSY, and the data reflects that the provided OSY services did not decrease. In simpler words, the number of OSY is greater than ISY, with 1,503 OSY and 1,436 ISY.

Data Validation and Data Integrity

By the middle of 2020, the new MIS system (PRIS) entered into operation. The MIS system resides in DDECs servers. Wagner-Peyser (WP) data is reported to USDOL by DDEC on behalf of Wagner-Peyser since both agencies PRDOLHR/DDEC uses and shares the same software platform. Advances have been made and the system recently was able to report data for PY20. For the WP report, no changes occurred since the last WIOA Annual Report for PY19.

Methodology

Wagner-Peyser has in place a limited data collection system that provides information to overview operation and performance of programs from a managerial perspective. This data collection system is based on lists and libraries created in MS SharePoint Online allowing Wagner-Peyser to obtain data for services provided to jobseekers and the total amount of jobseekers to which career services were provided.

Additional Information

In the meantime, while the WIOA compliant system fully develops, Wagner-Peyser has had difficulties determining performance deficiencies on the primary indicators of performance, which may describe any factors impacting performance. The Territory is actively seeking alternatives to comply with the performance goals for PY18, PY19, and PY20 and subsequently report it. Performance goals were affected by the COVID-19 pandemic, which were exacerbated by a trend of people not wanting to return to work and thus did not visit the offices of Employment Service to seek new jobs. The graphics in the report show services

provided to jobseekers by Wagner-Peyser program during PY20. This is the only data available for Wagner-Peyser as an internal report to account for services provided to jobseekers.

Evaluation and Research

Activities and Methodology

No information provided for this section.

Continuous Improvement

No information provided for this section.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

No information provided for this section.

Methodology

No information provided for this section.

Continuous Improvement

No information provided for this section.

For more information, visit:

Reports

Puerto Rico WIOA Annual Report PY 2020 (1 Dec. 2021).

Links

Puerto Rico Workforce Development Program

Department of Economic Development and Commerce

U.S. Virgin Islands

U.S. Virgin Islands Workforce Development Board

Waiver

Waiver Implemented

The Territory received a waiver to increase the on-the-job training (OJT) employer reimbursement of up to 90 percent for businesses with 50 or fewer employees. The waiver was approved through June 30, 2022, for the WIOA title I Adult, Dislocated Worker, and Youth formula funds.

Strategies

No information provided for this section.

Impact on Performance

No information provided for this section.

Data Validation and Data Integrity

State Approach

No information provided for this section.

Methodology

No information provided for this section.

Additional Information

No additional information provided for this section.

Evaluation and Research

Activities and Methodology

No information provided for this section.

Continuous Improvement

No information provided for this section.

Reports

No information provided for this section.

Customer Satisfaction

State Approach

The Territory used surveys to assess customer satisfaction from businesses and jobseekers.

Methodology

Surveys were provided in-person (walk-ins), as well as through phone and email correspondence. A total of 951 jobseekers received the survey and a similar survey was sent to 265 employers. The surveys used a 10-point scale to measure satisfaction, with “10” indicating highest satisfaction.

Continuous Improvement

No information provided for this section.

For more information, visit:

Reports

VI Workforce Development Board Annual Statewide Performance Report.

Links

U.S. Virgin Islands Workforce Development Board



WIOA ANNUAL STATEWIDE PERFORMANCE REPORT NARRATIVE

QUICK VIEW: PROGRAM YEAR 2020