



# Workforce Innovation and Opportunity Act Annual Statewide Performance Report



**NEW YORK**  
STATE OF  
OPPORTUNITY.

**Department  
of Labor**

**2018**

# Workforce Innovation and Opportunity Act Annual Statewide Performance Report Narrative

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# I. COMBINED PLAN STRATEGIC VISION AND GOALS

## A. PROGRESS TOWARDS WORKFORCE DEVELOPMENT

The New York State (NYS) Combined State Plan for Program Years (PY) 2016-2019 envisions a unified workforce development system that is regionally coordinated and programmatically seamless, delivering workforce training, business services, and statewide job linkages to all New Yorkers. This vision is supported by goals that address governance, service delivery, and accountability.

Regarding the goal of governance, NYS's plan is to build partnerships and strategic alliances, creating a unified workforce system that brings government, education, and business into an integrated force. Progress has been made toward this goal with the work of NYS's Regional Economic Development Councils (REDCs), with membership including local experts and stakeholders from business, education, local government, and non-governmental organizations. In PY 2017, the REDC process awarded approximately \$750 million across NYS's 10 regions for job creation and community development projects. A priority of the REDCs in PY 2017 was identifying workforce development strategies, including collaboration with business and educational institutions.

The Workforce Innovation and Opportunity Act (WIOA) Interagency Team, consisting of staff from the NYS Department of Labor (NYSDOL), the NYS Education Department (NYSED), the Office of Children and Family Services/NYS Commission for the Blind (OCFS/NYSCB), the NYS Office for the Aging (NYSOFA), and the Office of Temporary and Disability Assistance (OTDA), will continue to meet throughout PY 2018 to further the progress made in PY 2017 as it relates to the development of NYS's workforce.

The WIOA Interagency team workgroups have been especially active in PY2017. These workgroups include the:

- Customer Outreach Workgroup which held a series of critical conversations with NYS Career Center stakeholders to assess the delivery of services provided.
- Accessibility Workgroup that collaborates with the NYS Career Centers to make the centers and workforce development services accessible to all New Yorkers.
- Business Engagement Workgroup which focuses on the development of a common system for agencies to track their engagement of businesses and new statewide policy across agencies.
- MOU Workgroup tasked with developing the guidance and template for the Memorandum of Understanding (MOU), which WIOA requires workforce systems partners in each Local Workforce Development Area (LWDA) to sign.
- Referral and Release Workgroup tasked with developing a seamless referral process among system partners as well as a confidential release of information form.
- Training and Assistance Workgroup (TAG) focuses on identifying important training for staff across all partner programs and helping to identify opportunities for skills building.
- Data Integration Workgroup tasked with determining how NYS can best comply with WIOA's requirement for integrated data reporting.

Service delivery entails meeting the needs of businesses and job-seekers through public-private sector partnerships such as education, government, and community organizations, with priority given to removing barriers to employment for individuals in special populations. The Referral and Release subgroup of the WIOA Interagency Team has worked on a common release of information form applicable to all core WIOA partners, which will streamline services provided to customers common to multiple partners. Likewise, several solicitations were released across core programs in PY 2017, providing priority in scoring to applicants planning to serve individuals with barriers to employment.

The New York State Tech Workforce Training Fund will award up to \$5 million to tech training providers working to equip New Yorkers for technology jobs across the state. The burgeoning tech economy in New York State has created a wide variety of 21st century jobs. However, due to a lack of access to educational opportunities and quality training, those jobs are out of reach for many New Yorkers. With this \$5 million investment, the Tech Workforce Training Fund allow New Yorkers across the state to get training and connections to employment in the state's fastest growing, highest paying sector. The Training Fund, will support innovative technology training and education solutions throughout the state.

The strength of the state's economy depends on the strength of its workers. The New York Tech Workforce Training Fund will help prepare New Yorkers for jobs in the ever-growing tech field and guarantee that New York remains at the forefront of the innovation economy. The training and placement assistance provided by the fund will help to ensure that NYS's workforce is equipped with the skills and opportunities to succeed; building a stronger, more prosperous state for generations to come.

## **B. MEETING BUSINESS NEEDS TO SUPPORT ECONOMIC GROWTH AND SELF-SUFFICIENCY**

Functioning as the Career Center System's conduit to the business community and supporting WIOA's principles for a demand driven system, NYSDOL's Business Engagement staff directly engage new and repeat business customers to offer targeted programs, services, and job development. Integral to these efforts is strategic business outreach, which is built around an understanding of the unique needs of individual businesses, and which tailors a service strategy to meet those needs.

## **II. SECTOR STRATEGIES AND CAREER PATHWAYS**

### **A. BUSINESS ENGAGEMENT SECTOR STRATEGIES**

#### **NYSDOL Unemployment Strikeforce**

The NYSDOL Unemployment Strikeforce (the Strikeforce) employs a sector-based model that relies on a network of partnerships among business intermediaries, government, educational institutions, training providers, economic developers, and labor and community organizations. This type of model requires active staff engagement in job development (business demand) and customer case management (worker supply) with intensive referral and job brokering.

The Strikeforce model is the gold standard of service delivery, providing intensive placement services in specific areas of NYS suffering high unemployment or high poverty. Key aspects of the initiative include:

- Stationing Career Center staff in convenient community locations to provide case management of customers, which includes ensuring that each customer has a quality resume prepared, providing appropriate job leads and referrals, assisting with interview preparation, and following-up with continued assistance; and

- Stationing Business Services staff in convenient community locations to engage and provide services to local businesses in convenient locations, including developing job openings, matching job posting orders to Strikeforce customers, referring qualified candidates and advocating to businesses on their behalf, developing customized recruitments and career fair events to facilitate hiring, and following-up to ensure business customer satisfaction.

Strikeforce was first piloted in the Bronx in 2014 and subsequently rolled out to a total of 14 areas across NYS, including: Bronx, Queens, Lewis, Kings (Brooklyn), Jefferson, Franklin, Montgomery, Orleans, Oswego, St. Lawrence, Steuben, and Western NY in the specific areas of Niagara, Buffalo, and Lackawanna.

Strikeforce has proven to be a successful model of seamless collaboration between the Career Centers and Business Services. By the close of PY 2017, 137,770 individuals enrolled in Strikeforce returned to the workplace.

### **Alignment with Regional Economic Development**

The mission of NYSDOL's Business Engagement team (made up of the Business Services and Rapid Response units) aligns with the Empire State Development (ESD) goal of encouraging job creation and economic opportunities. Accordingly, Business Services collaborates with ESD to provide information and services to businesses considering developing new sites in NYS. This partnership was evident in the effort to attract Tractor Supply Inc. to the Mohawk Valley region. Local, regional, and state economic development and workforce development entities created a package of labor market and talent pool information, as well as available hiring and training incentives to encourage the development of a 933,000-square foot distribution center that will employ up to 350 individuals. This is one of many success stories of the NYSDOL Business Engagement team.

### **Regional Business Services Teams**

NYSDOL's regional Business Services staff collaborate with Local Workforce Development Boards (LWDBs) and Career Center staff to develop sector strategies and to deliver services to businesses. Regional Business Services Teams are established throughout NYS to support alignment of Career Center services to sector initiatives/strategies in the region. This structure brings Wagner-Peyser and Business Services staff together to discuss common challenges and share promising practices. It also allows them to share workforce intelligence and strategies for marketing services, as well as hiring and training incentives for businesses.

### **Strategic Business Engagement**

Business Engagement works closely with many high-profile businesses on projects with significant job creation and sector impacts. These include coordinating with businesses to create a customized recruitment plan and application process, followed by matching, referring and/or assessing qualified candidates in our talent bank along with the job seeking public. Recent top projects include:

- Customized Recruitments and Career Fairs

Customized recruitments are no-cost, targeted hiring events built around the specific needs of each business. Business Services staff work directly with the business customers to develop job specifics, search the Talent Bank for qualified candidates, and set up a hiring event where the business can interview these candidates.

Career fairs provide businesses with the opportunity to interact one-on-one with job-seekers. Business Services staff organize and participate in numerous career fairs around NYS each year at no cost to participating businesses.

In PY 2017, 775 recruitment events and 355 career fairs were conducted in NYS. Some examples include:

- Central NY - NYSDOL's largest event in PY 2017 where staff worked closely with the VA Medical Center and Onondaga Community College to host 218 businesses and 850 jobseekers. Business placement at the event was organized by sector to accommodate customer navigation.
- Barclays Center, Brooklyn, NY/New York City Region - Born from a successful partnership with AEG Worldwide and Levy Restaurants after the Nassau Coliseum project, New York City's Business Services supported the recruitment needs of the Barclays Center in Brooklyn. Barclays Center is a multi-purpose indoor arena, home to the Brooklyn Nets and New York Islanders. Staff worked to develop a coordinated application process and assisted with preliminary candidate assessments. Approximately 1,000 candidates were assessed, and multiple hiring events were staged and staffed to assist the business with their need to fill 400 positions.
- Resorts World Catskills, Thomson, NY/Hudson Valley Region - In 2016, four commercial casino projects were awarded licenses in NYS with a combined impact of 6,500 expected job openings. Three of the casinos opened in PY 2016. The fourth project, Resorts World Catskills, opened in February 2018. The Regional Business Services Team worked closely with project HR staff to provide customized recruitment assistance by developing, posting and matching job orders; contacting candidates; and assisting staff at targeted hiring events. Services were key to helping the business hire 1,400 individuals for the casino's opening. Regional Business Service Team members continue to work with the business for ongoing needs.
- Dick's Distribution Center, Conklin, NY/Southern Tier Region - Business Services staff worked closely with Dick's HR team to develop a service plan around hiring needs for their expansive new Conklin distribution center in Broome County. The Regional Business Services Team played a key role in providing recruitment assistance to help the business onboard 150 employees needed for the facility to open in January 2018. Services included four targeted hiring events; facilitating their participation in numerous regional job fairs; job order posting and matching to our talent bank; and referring qualified candidates. Regional Business Service Team members will continue to work with the business for ongoing needs as they plan to expand at the site.

As a workforce partner, **we** are providing extensive recruitment assistance and supportive services to hiring businesses with major impacts in the Hospitality Industry, connecting individuals to employment.

- AEG Management Brooklyn LLC dba Barclay's Center - NYSDOL Business Services assisted Barclay's center with their hiring needs since 2017. Staff developed a customized recruitment plan and assisted with the marketing and outreach of job openings through social media, workforce partners and community based organizations - emailing and referring 50,000+ job seekers; and held 8 dedicated hiring events, including two job fairs where over 657 of our career center job seekers were interviewed. Since 2017, over 1,300 individuals have been hired.
- Madison Square Garden (MSG) - NYSDOL Business Services assisted MSG with their hiring in preparation of 2018 season. Staff developed a customized recruitment plan and assisted with the marketing and outreach of job openings through social media, workforce partners and community based organizations - emailing and referring 40,000+ job seekers. Since 2017, over 400 individuals have been hired.

Communication involving NYSDOL's Business Engagement team (10) includes:

- Weekly productivity report sharing;
- Ongoing quality assurance focusing on service to businesses and customers, providing real-time suggestions culminating in quarterly regional conference calls;
- Weekly calls with the teams to understand the current clientele, review time management practices, and uncover promising practices for statewide sharing;
- Bi-weekly Statewide Rapid Response scrums with Associate Business Services Representatives and Regional Rapid Response Coordinators; and
- Ongoing conference calls involving the Statewide Rapid Response Coordinator and key Regional Rapid Response Coordinators for specific WARN accounts involving multiple regions.
- Jobs Express  

Jobs Express is an online database for businesses to post available jobs sorted by region and occupational category. Local workforce areas use the Jobs Express system as a lead-generation source to grow the NYS's database of business customers. For PY 2017, staff successfully developed 22,460 business leads from Jobs Express, and businesses were engaged and services provided. Since the effort began in December 2012, staff have made more than 152,000 direct business connections from this lead source and provided services.
- On-The-Job Training (OJT)  

In PY 2017 NYS operated two OJT Programs to provide businesses with incentives to hire target populations, such as the long-term unemployed. Not only have these programs enabled New Yorkers to get back to work, they provided businesses with the opportunity to invest in their workforce and remain competitive. These OJT programs are proving to be successful vehicles for workforce development and the response from the business community continues to be very positive.
- Human Resource Consultation Services  

Business Engagement provides no cost technical assistance to businesses with a variety of human resource issues. These services include job analysis and descriptions, application processes, skills gap analysis, turnover analysis, employee handbooks, and help navigating rules and regulations.
- Hiring and Training Incentives  

Business Engagement provides businesses with technical assistance to help them understand the many available employment-based tax credits and training incentives. Taking advantage of these can save money by reducing tax liability or by providing grant funds that offsets the cost of training.

NYSDOL's Business Engagement staff engages approximately 600 unique businesses each week with services. In PY 2017, staff provided services to 17,506 unique businesses.

## **B. WORK-BASED LEARNING (INCLUDING APPRENTICESHIP)**

### **NYS Consolidated Funding Application (CFA)**

The NYS Consolidated Funding Application (CFA) is a unique collaboration across NYS agencies where each agency identifies grant solicitations to support regional economic development, and entities apply for one or more grants through a single application. The seventh and eighth rounds

of the CFA involved more than a dozen NYS agencies including NYSDOL.

NYSDOL's role in the CFA was to make state-level WIOA funds available to support two types of training initiatives: the Existing Employee Program to train incumbent workers in specific occupational skills that lead to job retention and/or advancement in middle-skills occupations; and the Unemployed Worker Program to provide occupational skills training to workers to prepare them for full-time jobs needed by businesses in the region as well as to offer career development and supportive services to workers with additional barriers to employment. Businesses could apply for one or both programs, depending upon their needs. In the seventh round of the CFA program, NYSDOL made 113 awards totaling \$9.1 million to train 9,680 workers. Over the entire seven years of the CFA, NYSDOL has made 652 awards totaling \$41.6 million to train 46,718 workers.

The eighth round of CFA funding was released on May 1, 2018. NYSDOL staff continued their support in helping to coordinate and staff several CFA workshops in each of the ten regions throughout NYS. These workshops provided information on how to access the funding from agencies' programs through one application. The workshops also included breakout sessions that focused on specific areas of available funding.

### **Sector Partnership National Emergency Grant (SP-NEG)**

In June of 2015, NYSDOL was awarded a \$7 million Sector Partnerships NEG (SP-NEG) by the United States Department of Labor (USDOL). With this funding, NYSDOL implemented new or expanded local and regional sector-based workforce development partnerships that served more dislocated workers and achieved better employment-related outcomes. To accomplish this goal, NYSDOL released five grant solicitations to allow for the tailoring of services to accommodate the wide variety of sector partnerships across NYS. The SP-NEG solicitations included three Request for Qualifications (RFQ) open only to LWDBs as well as two Request for Applications (RFA) issued to private sector for profit and not-for-profit businesses, LWDBs, and training providers. The following is a summary of the solicitations:

- Up to \$500,000 was made available for Regional Sector Partnership Development (RSPD). RSPD funds were initially awarded through Request for Qualifications (RFQ) with lead LWDBs representing the ten REDC regions eligible to apply. Eligibility was later expanded to include private for-profit businesses, private not for profit businesses, industry representatives, workforce system government entities, economic development agencies, education/training providers, community-based organizations, and LWDBs; and awarded through a Request for Proposals (RFP). A total of \$499,845 was awarded to eight awardees under the RSPD program.
- Initially, up to \$1.4 million for awards under Enhanced Career Services for Dislocated Workers (ECSDW) RFQ. ECSDW funds allowed the Career Centers to increase the breadth and depth of services provided to their DW participants. Qualifications statements were accepted until the submission deadline of June 1, 2018. A total of \$2,106, was awarded to 10 LWDBs under this RFQ.
- Up to \$3 million available through a Work Based Training (WBT) RFA for work-based training programs, such as OJT, apprenticeships, or occupational skill-based training to dislocated workers seeking employment in regionally identified priority industries. Funding supported businesses seeking to empower dislocated workers to reconnect to the workforce through work-based training opportunities. A total of \$710,479 was awarded to 12 awardees under this RFA.

Sector NEG solicitations for Incumbent Worker Training (IWT) and Transitional Employment for

Dislocated Workers (TEDW) are discussed in detail later in this report.

In June 2017, USDOL approved an extension of the SP-NEG project to June 30, 2018. As part of the extension, USDOL approved the change for NYSDOL to use \$250,000 in SP-NEG funding previously allocated to an upgrade of Burning Glass software, towards upgrades to the NYS Eligible Training Provider List (ETPL) and the creation of an electronic Apprenticeship Agreement (Form AT 401).

## **Apprenticeship**

NYS's economic well-being is developed and sustained with a highly skilled workforce and registered apprenticeship plays a leading role in ensuring a reliable and constant source of skilled workers in demand industries. NYSDOL received two apprenticeship related grant awards from USDOL in 2016: a \$200,000 Accelerator Grant in June and a \$1.5 million State Apprenticeship Expansion (SAE) Grant to fund NYS's apprenticeship expansion. Throughout 2017 NYSDOL utilized the funds from these grants to expand Registered Apprenticeship throughout NYS in new and emerging occupations and to reach underserved populations. The Accelerator Grant ended in May 2018; however, USDOL extended the SAE Grant through April 30, 2019.

In March 2018, USDOL announced the State Apprenticeship Expansion Continuation funding opportunity available to SAE Grantees. NYS received an additional \$1.8 million to expand Registered Apprenticeship beyond its original SAE grant proposal's goals. This additional funding provides more opportunity for NYSDOL to market and expand Registered Apprenticeship in all regions of NYS. The start date of this funding was Spring 2018, and it is expected to expire in October of 2020. The receipt of this funding also extends the current SAE Grant funds until that date.

NYSDOL continues to develop new trades and move more trades into alternative training approaches allowing for further diversity and expansion into new and emerging industries. Since receiving the SAE Grant, NYSDOL has seen an increase in the number of new programs in non-traditional trades. During the reporting period, NYSDOL approved 115 new programs and of those programs, 78 were in trades outside of building and construction. NYSDOL anticipates continuing this trend by further expanding apprenticeship beyond the traditional construction trades.

NYSDOL made up to \$4.2 million in funding available under the Apprenticeship Expansion Grant (AEG) RFA. The purpose of this RFA is to expand registered apprenticeship training by increasing employment opportunities for approximately 800 new apprentices with a focus on underrepresented populations. These new apprentices will enter trades in high-demand occupations, with a focus on emerging fields such as advanced manufacturing, healthcare, and information technology. This funding will cover costs associated with the provision of training apprentices through registered apprenticeship, such as Related Instruction, OJT, books, and tools. NYSDOL extended the application deadline to March 29, 2019.

One of the goals of NYSDOL's Apprenticeship Program is to strengthen apprenticeship efforts with existing programs and broaden apprenticeship opportunities through expansion into new and emerging industries. During the reporting period, NYSDOL worked with sponsors to develop six new trades for apprenticeship including Electro-Mechanical Technician, Industrial Manufacturing Technician, Airframe & Power Plant Mechanic, Hospital (Medical) Coder, Software Developer, and Data Analyst. Many of these trades utilize hybrid or competency training approaches.

The State Fiscal Year (SFY) 17-18 State Budget included the Empire State Apprenticeship Tax Credit Program (ESATC). Forty million dollars was allocated under this tax program which continues until 2022 (up to \$10 million annually is available for expenditure). ESATC provides tax credits beginning at \$2,000 for each qualified apprentice who is employed full-time for at least six months during the tax year. Additional credits are available for each year the

apprentice remains in the ESATC program. Enhanced credits are available to businesses that hire disadvantaged youth as apprentices. Also, additional credits are available to businesses that provide apprentices with the support of a mentor for the full calendar year. This program is focused on in-demand occupations throughout NYS, but excludes construction trades, unless the trade is to be used for the upkeep and maintenance of a facility owned by the business entity employing the apprentice, such as plant maintenance trades.

### **Occupational Safety and Health Training & Education**

Article 29 of the NYS Labor Law created the Training and Education Program on Occupational Safety and Health (OSH T&E) as part of NYS compliance with Sections 15 and 16 of the federal Public Employee Safety and Health (PESH) Act. Under this program, the Hazard Abatement Board (HAB) provides grants to businesses, unions, trade associations, non-profit organizations and educational institutions to provide occupational safety and health education and training services throughout NYS. The subject matter may include toxic substances (i.e., “Right-To-Know” and “Chemical Hazard Communication”), occupational disease and injury prevention, and other topics aimed at reducing the number and severity of illnesses and accidents on the job.

Under the direction of the HAB, NYSDOL staff develop the RFP, review applications, negotiate contracts, provide technical assistance to contractors, monitor contractor training programs and provide general oversight and administration of the OSH T&E program.

The SFY 2017-18 RFP was issued on November 21, 2016. For the 2017-2018 cycle, 141 organizations submitted grant applications requesting over \$8.8 million for contracts to run from August 1, 2017 through July 31, 2018. On May 3, 2017, the HAB made 124 awards totaling \$5,902,776 for this program.

The SFY 2018-19 RFP was issued on December 27, 2017. For the 2018-2019 cycle, 123 organizations submitted grant applications requesting over \$9.2 million for contracts to run from August 1, 2018 through July 31, 2019. On May 25, 2018, the HAB made 96 awards totaling \$5,929,018 for this program. The 96 grants awarded throughout NYS will address over 35 workplace hazards including hazard communication, back injuries, lockout/tagout, personal protective equipment, and safe patient handling.

### **Worker Health and Safety**

In June 2017, NYSDOL made a second round of Worker Health and Safety (WHS) funding available to eligible community-based organizations, direct service providers, occupational health and safety clinics and other not-for profit organizations for the provision of education and outreach to workers, including exploited workers, in industry specific health and safety best practices that would have a preventative impact on occupational health and safety violations. WHS funding was intended to promote safe and healthful conditions in the workplace through outreach, training and education, promotion of available compliance driven business consultation, and other proven preventive programs.

After two rounds of the Workplace Health & Safety RFA, NYSDOL awarded \$3,020,003.40 of the original \$5 million available for this funding opportunity to 28 proposals from not-for-profit organizations throughout NYS and expected to serve a total of 28,972 individuals.

### **C. WORK EXPERIENCES FOR YOUTH AND ADULTS**

NYS is on track for spending 20% of funds on work experience. Most LWDBs have developed local work experience policies to assist providers in implementation of work experience, including the education components. NYS continues to provide reporting, programmatic and fiscal guidance regarding work experiences, and is developing a statewide policy to assist LWDBs to provide meaningful work experience.

#### **Opportunity Youth Career Exploration and Access – Long Island (OYCEA-LI)**

In May 2018, NYSDOL made up to \$3 million in WIOA funding available to provide youth career exploration services to youth who were authorized to work or otherwise able to obtain authorization to work, at least 14 years old but younger than 18 years old at the time of program enrollment, and who were attending or enrolled in school and residing in the following communities in Nassau and Suffolk Counties, New York: Baldwin; Freeport; Glen Cove; Hempstead; Long Beach; Roosevelt; Uniondale; and/or Westbury; and/or in Suffolk County, New York: Bellport; Brentwood; Central Islip; and/or Wyandanch. Up to \$1.5 million was allocated for each county (Nassau County and Suffolk County) in which the target communities are located. OYCEA-LI awards could not exceed \$300,000 per bidder. Eligible bidders could submit two separate requests for funding to serve both counties. However, the maximum award an eligible bidder could receive was a total award of \$300,000, regardless of the number of requests submitted. Not-For-Profit (NFP) organizations and governmental entities, including educational institutions, with two or more employees (or the equivalent of two full-time employees) were eligible to apply for this funding. This funding opportunity closed on July 9, 2018. Two similar initiatives were expanded to Albany and the City of Syracuse for PY 2018.

### **D. TRANSITIONAL JOBS**

Up to \$700,000 for awards under a Transitional Employment for Dislocated Workers (TEDW) RFQ was made available as part of the SP-NEG. Transitional employment is defined as time-limited work experiences that are subsidized for individuals with barriers to access valuable work experience and re-establish their connection to the workforce. Qualification statements were accepted until the submission deadline of December 30, 2016. A total of \$144,000 was awarded to 2 LWDBs under this RFQ.

### **E. INCUMBENT WORKER TRAINING**

Up to \$700,000 was made available as part of the SP-NEG through an Incumbent Worker Training (IWT) RFA for occupational skill-based trainings to underemployed incumbent workers. Funds were targeted to businesses that seek to train their incumbent workers for more skilled positions leading to promotions, increased pay, or increased earnings through more work hours. Vacant positions, due to incumbent worker advancement, were then to be back filled in accordance with a plan to engage and market to new, qualified participants in an associated dislocated worker program. Applications were accepted on an ongoing basis with a submission deadline of June 1, 2018. A total of \$689,353 was awarded to 24 awardees under this RFA.

## **III. PERFORMANCE ACCOUNTABILITY SYSTEM**

### **A. STATE PERFORMANCE MEASURES OR GOALS AND PROGRESS TOWARDS MEETING THEM**

NYS recently developed and released a WIOA Primary Indicators of Performance Report to the LWDBs. This report details the local area performance for each of the WIOA Primary Indicators of Performance in PY 2017 Quarter 4 and includes the negotiated PY 18 local

area goals. This report is used to assess local area progress toward meeting the Primary Indicators of Performance and will be released quarterly moving forward. NYS is also in the process of developing and implementing a new set of performance measures called System Improvement Indicators (SIIs). The SIIs will help the NYS Career Center System better align with NYS workforce priorities and assist local areas in meeting the WIOA Primary Indicators of Performance. This report also reflects NYS’s customer service priorities and is anticipated to be released monthly. NYSDOL uses both reports to determine workforce training needs throughout NYS.

## **B. ANY PERFORMANCE DEFICIENCIES ON THE PRIMARY INDICATORS OF PERFORMANCE**

The WIOA Interagency team, comprised of core partners (NYSDOL, OCFS/NYSCB, and NYSED) from Titles I, II, III, and IV, is working to ensure goals for the WIOA Primary Indicators of Performance are met. As a starting point the WIOA Business Engagement Workgroup (a subset of the WIOA Interagency Team) determined a need for a unified reporting system. Of three possible choices, NYS selected the Business Penetration Rate and Repeat Business Customers as the WIOA Primary Indicators of Performance for Effectiveness in Serving Businesses. In order to accurately and effectively report on these WIOA Business Engagement measures, the WIOA Interagency Business Engagement workgroup collected the necessary data, streamlining our business outreach practices throughout NYS.

ACCES-VR and OCFS/NYSCB Business Engagement staff throughout NYS have been provided with access to OSOS. NYSDOL staff have developed and delivered OSOS training to partner staff throughout NYS. NYSDOL has continued to work with core partners to ensure adequate data entry and reporting across all WIOA Primary Indicators of Performance.

## **C. DESCRIPTIONS OF ANY FACTORS IMPACTING PERFORMANCE**

One of the larger factors impacting performance is that there is currently no common data entry or case management system among Titles except for the newly implemented collaboration between NYSDOL, ACCES-VR, and OCFS/NYSCB. Data is collected and maintained differently across core partners, making it difficult to ensure consistency in reporting. Therefore, NYS continuously monitors the quality of the data collected to determine progress toward meeting local and statewide goals.

## **D. COMMON EXIT POLICY**

NYSDOL has implemented a functional alignment policy for the Title I and Title III programs. Individuals 18 years of age or older who receive a service from a One-Stop Career Center must be enrolled as a WIOA Adult, Dislocated Worker or Youth and are considered participants in both the WIOA (Title I) and Wagner-Peyser (Title III) programs. Any participant who receives services funded in whole or in part from the WIOA, Wagner-Peyser (W-P), Veterans Employment and Training Service (VETS), and Trade Adjustment/Trade and Globalization Adjustment Assistance (TAA/TGAA) programs sequentially or simultaneously, will be counted as a participant in each program, and will share a common “date of participation” and a common “date of exit” for federal reporting. Both Title I and Title III follow this common exit policy. If a participant receives services from multiple programs, the common date of exit for reporting on each program is the end date of the most recent service across all programs. Participation in any one program extends across all programs that share a common enrollment. Customers who do not receive a service within 90 days will exit enrollment effective the date of last service.

## **E. NEGOTIATED PERFORMANCE LEVELS FOR LOCAL AREAS FOR PROGRAM YEARS 2016-2017**

For PYs 2016 and 2017, a lack of performance data prohibited NYSDOL from conducting meaningful performance negotiations with LWDBs. As a result, all LWDBs negotiated performance goals to zero for these program years.

## **F. DATA VALIDATIONS AND DATA INTEGRITY**

Although USDOL cancelled the annual Data Element Validation (DEV) review for PYs 2016 and 2017, to ensure data validations and data integrity, NYSDOL continues its annual on-site Adult, Dislocated Worker, Youth and Trade Act program monitoring reviews of NYS's 33 LWDBs. These annual program monitoring reviews include reviews of sampled OSOS case management participant records and files, with findings and required actions made and technical assistance provided as necessary to improve compliance.

## **IV. WAIVERS**

NYSDOL has not had any waivers in place for one full program year or more. NYSDOL has requested one waiver since the inception of WIOA: a waiver of the requirement that states expend 75 percent of all Governor's reserve funds used to provide direct service to youth on Out-of-School Youth (OSY), referencing WIOA Section 129(a)(4)(A) and 20 CFR 681.410. The waiver was granted on August 1, 2018. It has allowed NYSDOL to continue to administer a program for In-School Youth (ISY) using Statewide Activity Funds, in keeping with the goals stated in the waiver request. While this waiver has not been in place long enough to determine its impact on performance outcomes, NYSDOL is optimistic that the added flexibility provided by the waiver will improve performance outcomes.

NYSDOL has reviewed the waiver requests submitted by other states and will use this analysis to inform the development of additional waivers. Any potential waiver requests that result from this analysis will be submitted to USDOL for review after the appropriate public comment periods.

## **V. EFFECTIVENESS IN SERVING BUSINESSES**

The WIOA Interagency Business Engagement workgroup focuses on the development of a common system for agencies to track their engagement of businesses. Since its inception, the workgroup has worked to collaborate more closely at both the local and state levels to ensure all partners are included in the Regional Business Service Teams and coordination of activities related to engaging businesses. The group focused on aligning cross-agency services for the purposes of federal reporting, utilizing OSOS for tracking all cross-agency services to business, and identifying key performance measures for engaging businesses.

NYS is piloting the following methods to report on the Effectiveness in Serving Businesses:

### **A. REPEAT BUSINESS CUSTOMERS**

This measure will look at the percentage of repeat business customers and will be based on the total number of business establishments that received and utilized a service anytime within the previous three years.

### **B. BUSINESS PENETRATION RATE**

This measure will look at the percentage of businesses using services out of all the businesses in NYS.

### **C. OTHER MEASURES/METRICS USED TO ASSESS BUSINESS ENGAGEMENT ACTIVITIES**

Business engagement activities are recorded by NYSDOL staff in the OSOS case management system. OSOS provides a location to store key information that will improve the effectiveness of contact with that business. Services have been added in OSOS for core partners to record their business engagement activities throughout NYS, ensuring streamlined outreach with minimal duplication of efforts. NYSDOL, ACCES-VR, and OCFS/NYSCB Business Engagement staff are encouraged to meet locally to discuss outreach efforts and determine the most effective manner of engaging businesses.

Successful engagement is evidenced by the multitude of businesses posting their jobs on the NYS Job Bank. The NYS Job Bank maintains a daily average of more than 175,000 job openings from more than 5,800 businesses.

## **VI. CUSTOMER SATISFACTION**

### **A. INFORMATION USED FOR ONE-STOP CERTIFICATION**

NYSDOL's approach to customer satisfaction is to allow LWDBs to implement their own processes that are catered toward their local area and the populations being served. As part of NYSDOL's approach to Career Center Certification, in accordance with CFR 678.800, local areas are required to have a process in place for capturing and responding to customer feedback. NYSDOL's methodology for certifying Career Centers includes a list of required components that must be in place to achieve certification. A customer feedback process is one of several required continuous improvement components. In PY 2017, 32 out of 33 LWDBAs indicated that this process is currently in place and utilized.

### **B. METHODOLOGIES**

NYSDOL has placed a priority on embedding a customer service focus into the service delivery model for both job-seekers and businesses. The programs offered to job-seekers in the Career Centers all follow a continuous engagement model. Customers are continuously invited in to the career center for a variety of services including one-on-one appointments, workshops, on-site recruitments and mini job fairs. Continuous engagement and individualized case management allow staff to provide the necessary services to customers while giving customers multiple opportunities to provide feedback which leads to customer satisfaction. Staff are evaluated on the services provided to their customers and center managers use individual level performance data to provide consistent feedback. This ensures that customers are receiving the necessary services to help them reach their employment and training goals.

## **VII. EVALUATION AND RELATED RESEARCH PROJECTS**

### **A. WEEKLY/MONTHLY REPORTS**

NYSDOL produces a number of weekly and monthly reports designed to evaluate the programs, initiatives, and solicitations implanted under WIOA Title I and III in the NYS.

Management reports summarize and aggregate customer and service information daily to help LWDBs manage their programs.

NYSDOL focuses efforts on serving customers with barriers to employment. One of the special populations that NYSDOL prioritizes are formerly incarcerated individuals. The Work for Success (WFS) report shows the number of formerly incarcerated participants in NYS that were served and/or hired during specific timeframes. The report also shows NYS job development with

businesses that are interested in hiring WFS participants. Lastly, the report shows services and employment outcomes for formerly incarcerated parolees referred to NYSDOL by the NYS Department of Corrections and Community Supervision (DOCCs) in several pilot locations.

NYSDOL also actively operates two rounds of USDOL ETA funded Disability Employment Initiative (DEI) projects in NYS. Programmatic narratives are submitted to USDOL on a quarterly basis that describe project activities related to grant goals and objectives, including the number of youth and adults with disabilities served; services provided; training outcomes; employment outcomes; Ticket to Work outcomes; and system change/capacity building activities.

In order to consistently evaluate and assess the effectiveness of the services provided to both job-seeker and business customers, multiple reports have been developed. Data gathered in these reports is used to develop new and more effective service strategies.

Many of the reports created focus on initiatives in varying locations throughout NYS. These reports include regular reporting of employment and training outcomes for a cohort, a summary of the volume and occupational distribution of jobs in the local job market, and information regarding customized job recruitments at business events delivered by NYSDOL's Business Engagement team. These reports include:

- Western New York Employment Strikeforce Report;
- Brooklyn Strikeforce Report;
- Queens Service Summary;
- Bronx Service Summary; and
- Vital Brooklyn Progress Report.

NYS has a long and proud tradition of leading on women's rights issues. In order to examine the gender pay gap and develop more effective service strategies, NYSDOL produced a Women in Workforce Report which details:

- How many women were referred to counseling or skills development and training for jobs and careers that offer high earning potential, including jobs traditionally dominated by men;
- How many women were referred to such jobs; and
- The ratio of women to men in such jobs and any change in that ratio from the previous year.

NYSDOL also responds to a substantial volume of LWDB 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.

Numerous NYSDOL reports serve as internal controls to ensure staff are properly serving customers eligible for Reemployment Services and Eligibility Assessments (RESEA), Veteran and Disabled Veterans' Outreach Program (DVOP) services, and those customers who are members of cohorts relating to priority initiatives, such as Strikeforce. Caseload, outreach, and potential exit reports are provided to staff for tracking customers requiring services, whether in-person, outreach, or follow-up services. Office-level and staff performance reports are provided to supervisors, managers, and executives to ensure that customers have been served as mandated and that services properly adhere to NYS and federal requirements.

Monthly and quarterly demographic reports on language, office traffic, and various job-seeker talent pool summaries inform staffing decisions and direct management decisions regarding allocation of resources and staffing, as well as program design.

## **VIII. ACTIVITIES PROVIDED BY STATEWIDE FUNDS**

### **A. RAPID RESPONSE ACTIVITIES AND LAYOFF AVERSION**

The Rapid Response Program functions as part of the Career Center system, working cooperatively with local WIOA Directors and Career Center managers, to serve affected workers before layoffs occur. Rapid Response is alerted when businesses submit a NYS Worker Adjustment and Retraining Notification (WARN) 90 days in advance of layoffs to NYSDOL which is categorized as Rapid Response. The program also receives alerts regarding upcoming layoffs via Career Center leads, Contact Center customer inquiries, media reports and other business intelligence. At that time, follow up is made with the business for planning intensive job placement assistance. These alerts are initially categorized as Expeditious Response, although in some cases, the layoffs may trigger the WARN threshold which would prompt the need for timely notification.

NYS experienced a Rapid Response increase in both the number of received WARNs and number of attached affected workers as filed in PY 2017 compared with PY 2016:

- PY 2017, 280 WARNs (+24%) impacting 24,652 affected workers (+16%)
- PY 2016, 226 WARNs impacting 21,174 affected workers

Regarding Expeditious Response (non-WARN), NYS experienced a decrease in both the number of accounts and number of attached affected workers in PY 2017 compared with PY 2016:

- PY 2017, 209, accounts (-10%) impacting 6,738 affected workers (-1%)
- PY 2016, 231 accounts impacting 6,809 affected workers

Rapid Response is initially focused on Layoff Aversion by advising the downsizing/closing business of the Shared Work Program. When layoffs cannot be averted, onsite service orientations are scheduled for customer registration in OSOS and messaging:

- Providing intensive 1:1 job placement assistance;
- Issuing customized job lead templates for customers' initial consideration;
- Providing ongoing job lead templates as the customer relationship evolves;
- Developing a skill-based resume;
- Advocating to a hiring business on the behalf of a customer who submitted an employment application;
- Coaching employment interview techniques based on an upcoming job interview;
- Alerting for upcoming recruitments and job fairs (also, introduce customers to specific businesses strongly interested in the labor pool);
- Sharing business and customer testimonials;
- Discussing local Career Center services available;
- Sharing basic information on filing an Unemployment Insurance (UI) claim; and
- Arranging for a NYS Marketplace Navigator to present affordable health care options.

The Rapid Response unit is aligned with the Business Services unit; two components making up NYSDOL's Business Engagement. Plans of service are initially drafted for downsizing/closing businesses and subject to modification based on continuing discussion with human resource management. Alignment with sector strategies is a point of emphasis toward brokering the labor pool with businesses in expansion mode. The Rapid Response Unit and Business Services Unit regularly communicate about the Rapid Response customer skill sets and work experience to identify appropriate job leads in addition to conducting dedicated job fairs.

Business prospecting research tools used by Rapid Response include, but are not limited to, the:

Quarterly Expanding & Contracting Businesses Reports in addition to the NYS Employment Graph as provided by the Division of Research and Statistics;

- Quarterly Dun and Bradstreet Distressed Business Report; and
- Internet mining.

Daily goals are established for Rapid Response staff to outreach businesses and customers. During PY 2017, outreach by the staff produced:

- 7,676 - unique number of businesses engaged
- 13,186 - unique number of total customers engaged
- 11,218 unique total customers engaged, number attached to Rapid Response/Expeditious Response
- 2,610 Placements

Trade Adjustment Assistance (TAA) is also highly considered when there is a possibility of layoffs due to foreign competition (directly or indirectly). Benefits to a customer when a petition is certified by USDOL includes:

- Job training;
- Income support payments;
- Job search and moving allowances;
- A tax credit to help pay for health insurance; and
- A wage supplement for customers age 50 or older for on-the-job training.

During PY 2017, TAA petition activity follows:

- 74 filed;
- 47 certified;
- 19 denied; and
- 8 under consideration or terminated (e.g., affected workers covered by a previously certified petition or a petition withdrawn from consideration).

## Shared Work

NYS's unemployment rate (seasonally adjusted) decreased to 4.5% by June 2018 compared to 4.7% in June 2017. During PY 2017, 389 Shared Work plans were approved to begin, and 3,330 participants were registered. This represents a decrease of 15% and 30% respectively, when compared on a statewide basis with PY 2016.

This experience is illustrated in Table 1 as provided by the NYSDOL Division of Research and Statistics.

Region	Plans Approved to Begin		Projected Number of Workers		Number of Participants	
	PY 2017	PY 2016	PY 2017	PY 2016	PY 2017	PY 2016
Statewide	389	458	9,816	13,663	3,330	4,769
	-15%		-28%		-30%	
Capital Region	36	46	588	980	226	318
Central	32	30	597	585	190	265
Finger Lakes	63	59	1,171	1,685	427	888
Long Island	43	46	698	892	277	297
Mid-Hudson	30	37	482	506	112	142
Mohawk Valley	26	32	1,085	1,662	451	415
New York City	28	39	368	742	169	307
North Country	9	14	103	153	96	186
Southern	35	56	2,467	2,757	777	568
Western	79	89	1,763	3,207	487	1,197
Address Unknown	8	10	494	494	118	186

Note: USDOL awarded NYSDOL a \$4 million Short Time Compensation Grant for Shared Work Program for Implementation and/or Improved Administration Activities, in addition to Promotion and Enrollment Activities (pertinent to engaging businesses). The grant currently remains in place.

## **B. ACTIVITIES PROVIDED UNDER THE WAGNER-PEYER ACT EMPLOYMENT SERVICE SECTION (7B)**

NYSDOL is responsible for the delivery of federally funded Wagner-Peyser (WP) Act services (otherwise referred to as Employment Service programs), in coordination with other workforce partners and their programs through the Career Center delivery system. These responsibilities include:

- Maintaining and strengthening the public labor exchange through the operation of a central, statewide job bank and talent bank matching system;
- Providing Reemployment Services for UI customers; and
- Providing service to special target populations.

All adult customers served by Career Centers must be co-enrolled in WP and WIOA. Each of the 33 LWDAs developed a local plan outlining how Career Center service delivery is integrated across all programs. During PY 17, 467,000 individuals were served in Career Centers, with 346,000 receiving Staff Assisted services.

Statewide policy establishes standards for the effective use of customer assessment in the Career Center System. In the policy, Career Center customers across the state are required to receive an initial assessment, and the need for in-person, one-on-one staff assessment of customer needs to determine whether the customer requires Job Search Ready Services or Career Development Services. This policy emphasizes the value of providing quality job leads and referrals to customers to speed their entry into employment. It also emphasizes the value of identifying customers in need of a more comprehensive assessment, or in-depth and objective understanding of the customer, to make informed decisions about the Career Development Services needed by the customer.

To help supplement the WP program, NYS administers the RESEA program to serve UI claimants profiled as likely to exhaust benefits. RESEA is framed around four major customer service principles intended to provide intensive case management and a heightened level of services to UI claimants – expeditious entry to the Workforce Development Career Center system, assessment/identification of needs, individual reemployment plans, and continuous engagement.

The RESEA program operates in 65 select Career Center locations in all 33 LWDAs and all 10 economic development regions of NYS. The program design has been shown to increase RESEA participants' competitive advantage by returning claimants to work earlier than non-RESEA claimants. NYS received just over \$21 million in grant year 2017, which runs January 1, 2017 until December 31, 2017, and \$19.2 million in grant year 2018.

### **C. NATIONAL DISLOCATED WORKER GRANTS (DWGS)**

Disaster Dislocated Worker Grant – Hurricanes Irma and Maria (Fed Grant & Solicitation)

In February 2018, USDOL conditionally awarded NYSDOL up to \$10 million in National Dislocated Worker Grant (DWG) funding for response to the impact in NYS for the Hurricanes Irma and Maria Evacuees. The initial incremental award was for \$1 million. NYSDOL released this \$1 million in Disaster DWG funds through an RFA on July 13, 2018. The funds will be available to applicants located in areas of NYS with significant populations of Puerto Ricans, including: Broome County; Erie County; Long Island; Monroe County; Montgomery County; New York City; Onondaga County; and Tompkins County. These areas were chosen to align with Census in-migration data as potential sites of relocation for Puerto Ricans leaving the island because of Hurricane Maria. NYSDOL expects to serve up to 1,150 participants with this initial round of funding, establishing the demand for such services and justifying a request for additional funds up to the \$10 million originally requested.

At the end of this planned RFA period, which is proposed for December 28, 2018, NYSDOL will examine the number (and amounts) of awards made to assess whether to re-open the solicitation and/or make it available to eligible applicants in additional counties within NYS.

### **D. TECHNICAL ASSISTANCE NEEDS OF THE NYS WORKFORCE SYSTEM**

NYSDOL continues to provide training and capacity-building activities and technical assistance to NYS's workforce development and Career Center System. Training opportunities are provided to all levels of workforce professionals, from NYS and LWDB members to front-line direct service delivery staff in the Career Centers, program providers, and stakeholders. Capacity-building activities will continue to be delivered to workforce professionals statewide through a variety of methods including videoconferencing, conference calls, webinars, classroom training, and WIOA Interagency Partner meetings.

Training needs throughout NYS are consistently assessed through continuous communication and analysis of performance data. Trainings are developed based on the identified need. NYSDOL also maintains a Programs and Tools for Workforce Professionals page on the NYSDOL website which includes guides for a multitude of programs, appropriate data entry practices, fact sheets, and Training Spots. Training Spots reinforce key elements of important workforce programs and technology by sharing information through short (approximately 5 minute) “interactive presentations.” These are sent out via email and completed independently as individual scheduling allows.

NYS Workforce System technical assistance needed from USDOL

NYS Workforce System technical assistance needs have been identified as:

- Avenues and resources for recruitment and retention of out-of-school youth, particularly those with multiple barriers to employment.
- Toolkits and materials for new front-line staff to learn about WIOA requirements, core partners, and the broader workforce system.
- Data validation elements for reporting.
- Technical assistance to better serve special populations, such as the LGBTQ community, individuals on the autism spectrum, and individuals with mental health issues.

#### **E. AT-RISK AND PRIORITY POPULATIONS SERVED**

- Out-of-school youth

Recruitment and engagement of out-of-school youth (OSY) requires incorporation of youth voice, positive youth development principle and youth culture. Local programs are learning to work with OSY and from each other’s experience.

Youth Collaborative, a work group of the WIOA Interagency team is learning about other youth programs across NYS and partnering to improve recruitment and service coordination.

NYSDOL’s Youth Program Development Team facilitates statewide webinars to work with providers to understand WIOA youth program compliance, data entry and promote successful practices. PY 2017 webinars included: Business Engagement, Data Entry Mistakes, Work Experience; New Program Elements and Service Ideas; Revisiting Eligibility; and Out-of-School Youth Recruitment and Retention.

- Dislocated workers

Dislocated workers receive individualized services and intensive case management services via the RESEA program and grants to community-based organizations and training providers.

- Individuals who are basic skills deficient

LWDB are exploring assessments for basic skills deficiency that are appropriate for the target populations and provide necessary accommodations.

- Individuals with limited language proficiency

Individuals with limited English proficiency receive language assistance to access Career Center services. Language interpretation services are provided in more than 200 languages and vital documents are translated into seven major languages.

- Individuals with disabilities

NYSDOL currently operates two rounds of DEI funding from the USDOL's Employment and Training Administration (ETA). These system change grants fund Disability Resource Coordinators (DRCs) on a local level to implement systems change activities to increase the capacity of Career Pathways Programs and Partners to better serve and improve employment outcomes for youth and adults with disabilities. Currently there are 13 active DRCs providing capacity building coverage to 17 counties in NYS. In addition, through sustainability efforts under previous rounds of DEI, the New York Employment Services System (NYESS) has established rolling contracts with six LWDBs to staff DRCs in their centers. Finally, at least six DRCs from previous rounds of funding are still employed by their county/LWDB on a local level.

To better serve individuals with disabilities and those with multiple barriers to employment, NYSDOL's DEI project staff have implemented reverse career fairs based on the Iowa DEI model. At these events, the job seeker is the one behind the table supporting their employment goals and positioning themselves to showcase their skills, personality, and ambition to prospective businesses. Businesses visit the reverse career fair with an understanding around what skill sets will be highlighted and how these job-seekers might best meet their business needs. One value-add benefit to the business is that "flipping the tables" in this manner eliminates the logistical and financial burden that they shoulder participating in a typical job fair.

A successful outcome under the NYSDOL DEI Round 6 project was development of a curriculum entitled: "Serving People Living with Human Immunodeficiency Virus (HIV): A Training for Employment Services Providers." This three-hour training was developed in partnership with the Department of Health AIDS (Acquired Immunodeficiency Syndrome) Institute and Working Positive Coalition to prepare employment services providers to deliver sensitive services to the diverse population of people who are living with HIV in NYS. With the help of NYSDOL's Title IV partners, this curriculum is currently being repurposed to be applicable to any population that faces stigma.

On June 8, 2018 NYSDOL provided Disability Awareness Training to 60 Employment Counselors at an Employment Counselor Conference. Training topics included: use of person-first language, access and universal design, and guidance related to disability etiquette.

In partnership with the CASH Coalition of the Greater Capital Region, DEI Round 6 project staff helped coordinate a presentation on Achieving a Better Life Experience (ABLE) accounts by NYS Comptroller Thomas DiNapoli. A video of that presentation can be found at <https://www.facebook.com/nyscomptroller/videos/304229117032466/>.

By February 2019, all NYS Career Centers will be equipped with a range of assistive technology that includes text scanning and reading software for individuals who are blind or visually-impaired, adaptive computer systems, and accessible work stations. Statewide roll-out and staff training on use of the technology is underway and will continue to be needed.

- Veterans

Veterans' services in NYS are delivered through the Career Centers either under priority of service or the Jobs for Veterans State Grant (JVSG). A total of seventy (70) Disabled Veterans' Outreach Program Specialists (DVOPs) and Local Veterans Employment Representatives (LVERs), funded through the \$8.4 million JVSG, are located in Career Centers throughout NYS. DVOP specialists only serve those veterans and eligible spouses

with significant barriers to employment (SBE), ages 18-24 and other veterans as defined by the Secretary of Labor. Those not eligible to meet with a DVOP are served on a priority basis by other Career Center staff. LVER staff's primary functions are to conduct job matching, job placement and business outreach on behalf of all veterans served by their Career Center.

The DVOP specialist service delivery model provides early intervention, services tailored to individual veteran needs, and expedited referral of veterans who need additional assistance to services available within the workforce system. Through a continuous engagement of one-on-one appointments and between appointment contacts, veteran customers receive a comprehensive assessment, an individual employment plan and customized job search support by a DVOP specialist. The veteran is provided with resume assistance, career guidance, coaching, job leads, and referrals to ensure suitable job placement.

- Long-term unemployed

NYS developed the Strikeforce initiative to help job-seekers in areas suffering from high unemployment. The Strikeforce initiative aligns NYS Career Center and Business Services staff to provide services and job referrals to Long Term Unemployed (LTU) and low-income customers. Customers are provided with intensive services including a skills assessment, resume development, job leads as well as labor market and training program information.

Business Services staff outreach to businesses with job opportunities that aligned with the targeted LTU customers. The purpose of this outreach is to build relationships with area businesses and increase the number of job leads for customers, as well as customize recruitments and targeted career fairs, and create multiple opportunities to connect qualified candidates with businesses.

- Other individuals with barriers to employment

For July 1, 2017 – June 30, 2018, NYSDOL received 203,573 applications for the Work Opportunity Tax Credit (WOTC) program. This is almost 2,000 applications more than received in PY 2016.

In 2018, NYSDOL issued bonds to 16 job-seekers at a total of \$140,000.00 of coverage under the Federal Bonding Program.

NYSDOL developed a pilot program called Work for Success working in conjunction with community-based organizations and the Division of Criminal Justice Services to promote and increase the employment of formerly incarcerated individuals. Career Centers provide Work for Success liaisons which assist jobseekers in overcoming barriers to employment due to incarceration, as well as matching formerly incarcerated individuals to job openings. Business Service Teams are working to educate businesses on the program's incentives and by conducting job development. Because of staff outreach, more than 14,000 businesses have hired eligible candidates. Since the program started in March 2013, over 29,000 formerly incarcerated individuals have been served and 26,000 individuals have found employment. Work for Success will continue to be operational during SFY 2018-19 with no dollars attached.

- At risk and priority

NYS supports the implementation of universal access to programs and activities to all individuals including those with barriers to employment through recruitment, outreach efforts, assessments, services delivery, partnership development, and numeric goals.

Low-income adults receive priority of service under WIOA for individualized services and training.

## **F. CHALLENGES THE NYS WORKFORCE SYSTEM FACES**

One of the larger challenges the NYS workforce system faces is the absence of one unified case management system for all partners to use. The reporting requirements under WIOA are difficult at best because each core partner uses a different system to collect and report data. These systems do not communicate with one another making collecting and aggregating data from multiple partners challenging. A WIOA Data Integration workgroup was established to address data and reporting challenges and determine a strategy moving forward. The WIOA Business Engagement workgroup has begun to address this through the use of OSOS for tracking business engagement activities across multiple core partners.

## **G. STRATEGIES/POLICES RELATING TO PAY-FOR-PERFORMANCE CONTRACTING**

NYSDOL was a recipient of the \$12 Million Workforce Investment Act (WIA) Pay-for-Success Pilot Project Grant to serve formerly incarcerated individuals which ran from October 1, 2013 – September 30, 2017. This Pilot Project also included a second non-federally funded phase for services through September 30, 2018. This experience will inform future strategies and policies relating to Pay-for-Performance contracting initiatives including those funded with state-level and local-level WIOA funds and non-federal funds. NYSDOL awaits additional guidance from USDOL on how to implement Pay-for-Performance initiatives that comply with all the fiscal and programmatic requirements of WIOA.



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