

State of Pennsylvania

PY 2005 Workforce Information Grant Plan

A. Statewide Workforce Information System

- **The process used to ensure that the SWIB can exercise its responsibility for ensuring that state workforce information policy is responsive to the needs of the state and local workforce investment system.**

Under the Rendell administration, Pennsylvania consolidated and focused its workforce development under the direction of Sandi Vito, Deputy Secretary for Workforce Development Programs. Ms. Vito works with the Governor and his Policy Office to guide Pennsylvania's workforce initiatives. The State WIB reports to Ms. Vito to ensure a unified approach to all workforce initiatives and directives. Communication is key to ensuring that all parties have input into and knowledge of workforce information policies and strategies. In Pennsylvania, this is accomplished through specific meetings: Human Capital Committee meetings held with the Governor's Policy Office, Workforce Development Deputy Secretary, State WIB director and specific Workforce Development Partner Agencies; Workforce Development Program meetings held by Ms. Vito with all State Workforce Partner Agencies including the State WIB director; and monthly LWIB conference calls or meetings held by Ms. Vito with the State WIB director, all local WIB directors, and other interested workforce parties including the Center for Workforce Information and Analysis(CWIA). These meetings allow the interested parties to be aware of and responsive to the needs of the state and local workforce investment system.

- **How the statewide workforce information system supports the goals of the state's WIA/Wagner-Peyser Five-Year Strategic Plan for state and local workforce development.**

Pennsylvania's vision is built upon the integration of labor market information into a demand-driven system for brokering employment, training, and education services. All of the proposed grant activities provide direct support to the workforce development system.

Pennsylvania's economic future depends on a workforce able to compete in today's global economy. In order for the Commonwealth to be economically competitive and for our workers to acquire careers that pay family-sustaining wages, Pennsylvania needs to ensure that its workforce development system is efficient and directs funding toward worker training that responds to employer and employee needs. The Rendell Administration has developed four critical strategies for keeping Pennsylvania competitive and creating opportunity: Strengthen Pennsylvania's industries by creating industry-led training strategies; Increase opportunities for Pennsylvania's residents; Prepare youth for the careers of tomorrow; and Implement rigorous accountability standards. By using labor market information as the underlying theme, these statewide strategies allow for the unique needs and conditions of local communities.

- **How the grant activities are consistent with the strategic vision of the Governor and the SWIB.**

Grant activities are consistent with the strategic vision since they support and are the underlying foundation for Building a Skilled Workforce in Pennsylvania, which is the Governor's vision. The targeted industry clusters, high priority occupations and occupational analysis will redirect training dollars to jobs that are in high demand and pay higher wages.

Occupational products will be developed with an emphasis on providing students with resources to make informed career choices and providing educators with information for curriculum planning.

Additionally, the grant will aid the performance management plan by providing LWIBs with labor market information to enable them to better understand their regional economy. They will be able to organize industry partnerships in targeted industries and identify high priority occupations that match local demand.

The desired outcomes from this approach will include better and deeper understanding of high growth occupations, more effective career education, and a more highly skilled workforce in key sectors to make for stronger, more innovative and highly competitive companies in Pennsylvania.

- **The strategy of the SWA and the SWIB for consulting with local workforce investment boards and stakeholders in the workforce investment system to determine customer needs for workforce information.**

Primary support and direction comes from the Deputy Secretary for Workforce Development, Sandi Vito. Pennsylvania's unified workforce development system provides a one-stop resource for all workforce development activities and information, as well as a vehicle to understand the needs for workforce information. Ms Vito and the State WIB have monthly conference calls and/or meetings with LWIBs; LWIBs are involved with the development of the CareerLink Quality Initiative and Performance Standards for WIBs. Ms. Vito uses a collaborative approach and provides state technical assistance. CWIA works directly with the State WIB and LWIBs, providing consulting and training services as well as targeted labor market information products to meet their needs and the needs of the unified workforce information system of which they are part.

- **The broad strategic approach for workforce information delivery to principal customers.**

Pennsylvania's unified workforce development system will provide for the needs of workforce development customers through: smart, strategic, multi-firm investments; public-private cooperation; effective workforce intermediaries; leveraging private sector investment; creation of a strong 'learning infrastructure' to match a strong financial infrastructure; and an integrated approach directed by strategic goals. CWIA supports this through its web site and PAWorkStats, outreach and training, reports and publications and a customer response team.

- **How workforce information and services are delivered as core services to customers through the state's One-Stop service delivery system.**

CWIA maintains its web site and PA Work Stats application, which is accessible in every One-Stop Center in Pennsylvania. CWIA's initiatives include ensuring that each One-Stop Center has staff that is knowledgeable about labor market information (LMI) and how LMI can be used by both job seeker and employer customers in the career and business decision-making process. Additionally, the Center maintains a Customer Response Team to ensure that all customer requests are answered in a timely manner with quality data.

- **A description of the customer consultation and satisfaction assessment method(s) to be used to collect and interpret customer satisfaction information and the principal customers to be consulted.**

Continuous efforts will be made to better understand our customers and maximize our funding through customer outreach, target marketing, pilot projects, participation in interstate consortia and the mass marketing and customization of successful efforts. CWIA uses product surveys, its customer information center, and a network of local specialists to collect customer information. We have fully integrated customer feedback and satisfaction surveys on the web site. This information is used to enhance existing products and develop new products that meet the growing and changing needs of workforce development professionals and those that they serve.

- **A concise summary of customer satisfaction findings for the most recent survey of products and services and the effect those findings had on the planned products and services for PY 2005 including how the plan addresses inadequacies or gaps identified by users.**

CWIA has continued to survey users of our products. Findings specific to the Career Guide, Resource Guide (a complementary publication to the Career Guide) and Workforce 2010 are listed below. The Career Guide is a publication for students and job seekers that contains useful information on all aspects of the job search process from understanding the job market—to choosing a career and applying for a job. The Workforce 2010 is a summary publication that highlights workforce trends in the coming years.

The findings for the Career Guide supported continuing the distribution to individual high school guidance offices rather than to school district offices. The counselors had expressed a concern that the books were not reaching them for their career counseling efforts when delivered to administrative offices. Other input consisted of suggestions to refresh some of the articles so that they remain relevant to today's youth and to continue including interest assessments and charts on the odds of becoming a professional athlete.

The finding for the Resource Guide included suggestions for a wider distribution to all of the one-stop centers, printed copies for schools, and continuing with the new binding of the publication, as used in some of last year's test booklets.

Results from the Workforce 2010 survey indicated that the charts of fastest growing occupations by educational level continue to be very useful. CWIA intends to produce the occupational posters in response to customer demands.

- **Identify funds leveraged or matched from funding sources other than these grant funds and how these funds will enhance delivery of products and services as part of the state’s workforce information system.**

CWIA uses Wagner-Peyser 7a funds to provide support to the one-stop centers and to increase its staff capacities. Carl Perkins funds from Education support the development and publication of the Career Guide and Resource Guide. In-kind service contributions from Keystone Research Center, an independent research and policy development institute, will be used in the understanding and development of occupational products and additional workforce development research.

B. Core Products and Services

State Workforce Agency Deliverables

1. Continue to populate the ALMIS Database with state data.

- **Description of core product, service or other demand activity**

Pennsylvania’s newly implemented web site application known as “PA WORK STATS” contains the ALMIS database and its user application interface. The web site is a full implementation of the ALMIS database structure. CWIA will continue to populate (with license.dbf and licauth.dbf files) , maintain, and update all of the ALMIS tables, including those that are not designated as “core tables.” Pennsylvania has included in PA WORK STATS not only state data, but also, where available, data for all sub-state areas (MSAs, small labor market areas, counties, minor civil divisions over 25,000 population, Team PA regions, and workforce investment areas).

- **Customer support for product or service as indicated in customer satisfaction survey results or other customer consultations**

Our customers continually supply information to us regarding product development and enhancement. The new PA WORK STATS application provides to external users the same data download and graphing capabilities that are currently available only to CWIA staff that accessed PALMIDS via the existing client-server system. The new site provides customers more timely data sets and reports, which was the most frequent customer feedback concern.

- **Support goals of the state’s WIA/Wagner-Peyser Five-Year Strategic Plan**

Among Pennsylvania’s goals is businesses’ access to a continuous supply of skilled and knowledgeable workers. Labor market information contained in the ALMIS tables and presented in the PA WORK STATS application provides knowledge of labor market conditions that have value to both the prospective employee and the employer. Knowledge of the labor market provides for informed occupation and training choices by prospective employees, allowing for the best match of an employee’s skills. This same knowledge is useful to employers in understanding the potential labor pool and-provides greater confidence in their selection of the most qualified candidate(s). As part of the

state's strategic plan, CWIA will continue to provide data according to the nine industry clusters that have been identified.

- **Principal Customers**

PA WORK STATS is the primary vehicle by which all LMI customers can access information for workforce and economic development initiatives as well as for knowledge about labor market conditions and employment prospects. In no particular order, these customers include local workforce investment boards, employers, economic developers, policy makers, elected officials, workforce development professionals, educators, training institutions, and job seekers.

- **Projected outcome(s) and system impact(s)**

In a labor market that is increasingly national if not global, it is necessary to provide a system-wide approach to labor market information throughout the nation. The ALMIS data structure is consistent among all states. This consistency of data requires the user of such data to understand only one structure. Once understood, users can access the information for any state and be able to interpret the labor market to satisfy their individual needs.

- **Planned milestones**

Ongoing

- **Estimated costs (identify equipment purchases of \$5,000 or more per unit cost)**

Staff costs necessary to populate the ALMIS database are estimated at \$110,000. Staff not only populate ALMIS with the program data created within CWIA but also work with external data sources to align data structures to comply with the ALMIS structure without sacrificing the value and proper interpretation of the external data.

2. **Produce and disseminate industry and occupational employment projections.**

- **Description of core product, service or other demand activity**

Long-term projections of industry and occupational employment provide estimates of employment data for a base year (annual average) and a projection year that is ten years beyond the base year. Since the outlook period consists of two or more business cycles in duration, the projections do not attempt to predict the business cycle; rather, they attempt to target a midpoint in the cycle.

1. **Long-term industry projections (2004-2014)** - To be developed for the state.

Projections data will be provided for the ALMIS database. Recommended methodology, software tools, and guidelines, developed by the Projections Consortium and the Projections Managing Partnership, are used in the projection process.

2. **Long-term occupation projections (2004-2014)** - To be developed for the state.

Recommended methodology, software tools, and guidelines will be used with one exception – Pennsylvania will use national separation rates, rather than national replacement rates, to complete estimates of annual job openings. Research has shown that estimates of annual openings are significantly more accurate using separation

rates, for many occupations are growing or declining at rates very different from national rates of growth or decline.

3. **Area Long Term Industry and Occupational Projections** – To be developed for industry and occupational by Metropolitan Statistical Area (MSA), Workforce Investment Area (WIA), and counties. Area industry and occupational employment projections provide estimates of employment data for two forecast years, by calendar quarter, beyond an historical base period of up to ten years of data. Since the outlook period is short, the forecasts attempt to identify gains or losses that would be expected due to expansions or contractions in the economic business cycle.
4. **Short-term industry forecasts, covering (2005 to 2007)** – To be developed for the state. Forecasts will be provided for the ALMIS database. Recommended methodology, software tools, and guidelines, developed by the Projections Consortium and the Projections Managing Partnership, will be used in the forecast process.
5. **Short-term occupational forecasts (2005-2007)** – To be developed for the state. Recommended methodology, software tools, and guidelines will be used with the same exception noted above in item 2.

- **Customer support for product or service as indicated in customer satisfaction survey results or other customer consultations**

CWIA's customers continually supply its staff with feedback regarding product demand, development and enhancement. Subscribers of the industry and occupational projections are generally more concerned with the long-term outlook in employment trends and job openings while those users of industry and occupational forecasts target employment trends and job openings for a much shorter timeframe. In response to customers' communications, these data are provided in a variety of formats, including electronic, website and hardcopy.

- **Support goals of the state's WIA/Wagner-Peyser Five-Year Strategic Plan**

These data provide timely, relevant, and accurate information to help guide business and individual career decision-making to Pennsylvania's workforce development customers. The data will also help communities and economic developers identify, retain, and compete for leading-edge industries and family-sustaining jobs.

- **Principal Customers**

The principal customers of these data are economic developers, workforce development professionals, local workforce investment boards, educators, employers, job seekers and youth.

- **Projected outcome(s) and system impact(s)**

Users of projections data are often focused on long-term economic development plans or four-year training programs that must accommodate the trends/needs that will be in place, regardless of the short-term business cycle.

Users of forecasts data are typically interested in the expansion/contraction of the short-term business cycle and the subsequent development of economic plans and training programs to satisfy these needs.

- **Planned milestones**

By item number:

1. Statewide long-term industry projections will be completed in June 2006.
2. Statewide long-term occupational projections will be completed in June 2006.
3. Area long-term industry and occupational projections will be completed in December 2006.
4. Short-term industry forecasts have a targeted completion date of June 2006.
5. Short-term occupational forecasts will be completed in June 2006.

- **Estimated costs (identify equipment purchases of \$5,000 or more per unit cost)**

Staff costs necessary to produce both series of long-term projections and both series of short-term forecasts are estimated at \$220,000. Staff activities include the production of historical data files, production of raw employment estimates, review of estimates for anomalies, validation against independent data sources, and production of the final projections documents.

State Workforce Investment Board (SWIB)/State Workforce Agency (SWA) Deliverables

3. Provide occupational and career information products for public use.

- **Description of core product, service or other demand activity**

CWIA envisions eight activities in support of occupational and career information. Each activity is numbered for reference in the categories below.

- 1) **Occupational analysis of industry clusters** – CWIA, in cooperation with local WIBs and state workforce development partners, developed a set of targeted industry clusters, each of which is vital to the success and prosperity of Pennsylvania's economy. As a companion to the targeted industry clusters, CWIA will develop occupational analyses for each of the clusters including the identification of key, dominant and shared occupations and will release the information in a publication to complement the industry perspective of the workforce. Occupational data will be the new foundation of workforce development policies and strategies to ensure Pennsylvania's competitiveness. In order to meet the needs of understanding the occupational composition of Pennsylvania's workforce, CWIA has joined with the Keystone Research Center, an independent research and policy development institute, to leverage the combined resources and assist in this initiative.
- 2) **Develop base data for new high priority occupations** – Prior methodologies used to identify occupations in demand are dated and no longer produce the best results. CWIA will examine the current criteria used in the production of the demand occupations lists and explore alternative methods and data in order to produce more robust and valid lists of occupations in demand. Some of the additional data under

consideration are one-stop job activity, i.e. placed and filled job orders, and training provider completion data.

- 3) **Develop new Career Guide and Resource Guide** – The annual Career Guide and its complementary Resource Guide are among the most sought-after annual publications produced by CWIA. Both are widely used in secondary education classrooms and One-Stop centers to expose students and adults to career information in their pursuit of informed career choices.
 - 4) **Update the Pennsylvania Occupation Outlook Handbook (PAOOH)** – The PAOOH is a useful tool in understanding occupations in Pennsylvania. CWIA will begin to update the information in the PAOOH which will be accessed through the website.
 - 5) **Create occupational posters using high priority occupations** – CWIA will develop occupational posters highlighting the most promising career options by educational attainment, occupational growth, and wage criteria.
 - 6) **Finalize Career Exploration Tool** – CWIA continues to build the foundations of its Career Exploration Tool. In brief, the tool provides career path options based on a users' current status and goals. The feature that will distinguish this career tool from others in existence is its incorporation of education and training requirements. Beyond a two-dimensional roadmap, CWIA's Career Exploration Tool will clearly show the network of career options and the necessary education and training to get to wherever the user desires, which may include lateral movements among occupations. CWIA will leverage the funds available from ETA with contributions from educational institutions and local workforce investment boards to finalize its Career Exploration Tool.
 - 7) **Continue to develop Career Education products** – The educational community has requested more products that can be used for students. The level of involvement in career development has increased significantly for teachers. It is imperative that more information be distributed to Pennsylvania's students in order for them to make more informed decisions concerning their future careers.
 - 8) **Develop an interactive web page to display occupational information** – CWIA would like to develop an interactive web page that would display occupational information.
- **Customer support for product or service as indicated in customer satisfaction survey results or other customer consultations**

The need for occupation and career products has grown significantly over the past few years. It is no longer sufficient for the LMI community to limit itself to industry employment information. Extensive labor market information is needed to attract and retain the businesses that contribute to economic prosperity. According to customer requests, occupation and career information represents the new cornerstone of useful and valuable labor market information.

- **Support goals of the state's WIA/Wagner-Peyser Five-Year Strategic Plan**

Occupation and career information speaks to the heart of workforce development through knowledge of what is required in the new economy at the individual and personal level. Knowledge of occupations, what and where they are as well as what is required to be competitive, produces an educated workforce with relevant skills. Occupational information is critical to all parts of the workforce system so that informed decisions can be made concerning training, curriculum planning, education, economic development, business planning and individual careers.

Principal Customers

By item number:

- 1) Local workforce investment boards, employers, economic developers, policy makers, workforce development professionals, educators, training institutions, and job seekers
- 2) Local workforce investment boards, one-stop centers, planners, training institutions, and job seekers
- 3) One-stop centers, students, educators, training institutions, job seekers, and career counselors
- 4) One-stop centers, students, job seekers, workforce development professionals, educators, and career counselors
- 5) Job seekers, educators, career counselors, employers, training institutions, local workforce investment boards
- 6) Research into occupational skills information currently has no targeted audience but will require input from all labor market information users
- 7) State Workforce Investment Board
- 8) Local workforce investment boards, employers, economic developers, policy makers, workforce development professionals, educators, training institutions, and job seekers

- **Projected outcome(s) and system impact(s)**

Occupation and career information and products are key to the utility of labor market information. An occupational focus is more responsive to the market-driven needs of both the employer and the employee. Another intended outcome of occupation and career information is the full involvement of the education community at all levels. A focus on skills and knowledge requires the active participation of those institutions that provide this service. With the development of high priority occupations Pennsylvania can target resources to jobs that are in high demand and pay higher wages.

- **Planned milestones**

By item number:

- 1) Completion in June 2006
- 2) Ongoing
- 3) Public distribution in October 2006
- 4) Completion in March 2006
- 5) Completion April 2006
- 6) Internet application completed in April 2006
- 7) Ongoing
- 8) Completion June 2006

- **Estimated costs (identify equipment purchases of \$5,000 or more per unit cost)**

Costs necessary to research occupational data and produce products are estimated at \$209,525. This estimate includes seed funds to attract additional contributions from educational institutions, state workforce development system partners and grants. CWIA will provide the initial staff capacity to guide the development of several occupational and career products. Additional funds will be used to offset the development, research, production, and marketing costs.

4. Ensure that workforce information and support required by state and local workforce investment boards are provided.

- **Description of core product, service or other demand activity**

CWIA supports the state and local workforce investment boards through various internal structures to meet their differing needs. A specific LWIB contact has been identified to coordinate communication between CWIA and the LWIBs. This provides a clear, consistent exchange of information. This contact is part of the larger customer service team who ensure that all data and information requests are completed. Additionally, CWIA has developed a formal research team to handle complex and policy-oriented requests and needs. The list below outlines some specific support and products that will be provided to the LWIBs and SWIB:

- 1) **Supply / Demand Analysis** – The *Registered Nurse Workforce in Pennsylvania Supply and Demand Report* forecasts the 2010 statewide registered nurse shortage. Likewise, the *Licensed Practical Nurse Workforce in Pennsylvania Supply and Demand Report* forecasts the 2010 statewide licensed practical nurse shortage. Corresponding reports examine the nursing supply/demand situation in Pennsylvania on a regional basis. The *Registered Nurse Workforce in Pennsylvania Regional Supply and Demand Report* and the *Licensed Practical Nurse Workforce in Pennsylvania Regional Supply and Demand Report* forecast the 2010 shortages by Health District, Workforce Investment Area, and County. These reports will be published in 2005 and annually hereafter.
- 2) **Technical assistance to WIBs.** Performance standards have been set by the state with input from LWIBs. Primary in these standards is the use of labor market information including industry clusters and high priority occupations. The Center will provide technical assistance so that all LWIBs can use labor market information to be high performing.
- 3) **Local Employment Dynamics (LED)** - Local Employment Dynamics (LED) – Among the newest data available to the workforce development community is the LED data produced by the Census Bureau in cooperation with states. LED offers a rich source of demographic information based on industry and geography CWIA is a member of the pilot group for the LED Mapping Tool, which will provide LED data in a user-friendly mapping format for our customers.
- 4) **Geographic Information Systems (GIS)** - Geographic Information Systems (GIS) – At present, CWIA has the capacity to produce thematic maps using Census data, industry employment data, and other data that contains latitude and longitude information. CWIA recognizes that this capability just scratches the surface of the

power of GIS. Users of labor market information have always desired meaningful information in the simplest presentation possible. Geographic mapping is a convenient, simple, and powerful medium through which to paint a picture of data. Given its inherent capacity to produce layers of data, the possibilities are limited principally by one's experience with using the technology. It is this capacity that CWIA intends to build to support the growing needs of our customers.

- 5) **Outreach** – CWIA works on a continuing basis with the SWIB to provide data and information necessary to support the workforce system. Where appropriate CWIA works on committees that support the SWIB such as the Pennsylvania Center for Health Careers. Additionally, we provide LWIBs data, tools and expertise in industry clusters, high priority occupation and other labor market information.
- 6) **Customer Service** – CWIA has formalized a Customer Response Team along with an Outreach and Training Team to provide products and services directly to our customers. Team members interact on a daily basis with LWIBs, educators, employers and the general public, both informally through responding to phone calls and e-mails and formally through participating in meetings and delivering workshops and presentations.
- 7) **LMI Research Team** – This specialized team provides direct support to our customers for projects that involve analysis and synthesis of labor market information. An example of the work being done in this team is the Supply/Demand Analysis of RNs in Pennsylvania both statewide and for local areas. This work will be expanded to other health care occupations.
- 8) **Benefits Survey**—CWIA will conduct a pilot statewide benefits survey of employers in select targeted clusters. Utilizing the sampling methodology, survey instrument, and estimation process developed by the National Benefits Consortium, the Center will gather, analyze, and report information on paid medical insurance, pension plans, leave (vacation, holiday, sick), disability, and possibly other benefits, if warranted, received by Pennsylvania workers. Wherever possible, definitions for benefits developed for the Bureau of Labor Statistics National Compensation Survey will be utilized.
- 9) **Vacancy Survey**—CWIA will conduct a job vacancy survey of the health care industry. The Center will collect, compile and disseminate statistically reliable data on current vacancies by healthcare occupation statewide and by Workforce Investment Area. This information will provide demand side indicators of labor shortages at the state and local levels. The sample of healthcare employers will be selected, the employer responses will be compiled, and the final job vacancy estimates will be produced utilizing job vacancy software developed by the Bureau of Labor Statistics and the Minnesota Department of Employment and Economic Development.

- **Customer support for product or service as indicated in customer satisfaction survey results or other customer consultations**

CWIA interacts frequently with our SWIB and LWIBs. We have developed relationships with individual WIB directors, their staff, the State WIB director and his staff. On many public occasions CWIA has been thanked by both SWIB and LWIB for its products and services. CWIA has earned the respect of the workforce investment boards for its quality and responsiveness to their needs. The development of the industry cluster project was a direct result of listening to the needs of a local board. We measure part of our support and success by not only the satisfaction expressed verbally but also by the continuous use of CWIA staff and information

- **Support goals of the state's WIA/Wagner-Peyser Five-Year Strategic Plan**

This year as the state moves toward an occupation focus based on our targeted industry clusters, CWIA again will provide the data and analysis to move these goals forward.

- **Principal Customers**

State and local workforce investment boards, planners, policy makers, and workforce and economic development partners

- **Projected outcome(s) and system impact(s)**

CWIA will be the leader in the production and delivery of innovative workforce information in order to provide the information and services needed to make informed choices to the unified workforce development system and its stakeholders.

- **Planned milestones**

By item number:

- 1) Completion in June 2006
- 2) Ongoing
- 3) Ongoing
- 4) Ongoing
- 5) Ongoing
- 6) Ongoing
- 7) Ongoing
- 8) Completion in June 2006
- 9) Completion in June 2006

- **Estimated costs (identify equipment purchases of \$5,000 or more per unit cost)**

Estimated costs for increasing CWIA staff capacity to fulfill the growing requirements of its customers are \$ 301,689. These monies will be used to attend training, develop staff, and develop new and enhanced products and services in response to customer needs.

5. Maintain and enhance electronic state workforce information delivery systems.

- **Description of core product, service or other demand activity**

CWIA has released a new customer-driven web site replacing the old LMI website known as PALMIDS. The new website incorporates many features requested by users of labor market information including additional download capabilities and quick access to

the most relevant information based on the users' preferences and/or needs. CWIA plans to enhance and up-date the new web site. While the new LMI website stands on its own, it is designed as an integral portion of the larger Workforce Development System website that has also recently been released. This umbrella website brings together those state agencies and workforce development stakeholders, i.e. unified workforce development system, whose activities contribute to the success of Pennsylvania's businesses and employees. The list below outline some specific improvements and enhancements to the states electronic delivery system:

- 1) **LED Skinning** – The Census bureau has provided states with the ability to “Skin” the Census’s web site interface. This skinning will allow states to display their own census data and use the skinned interface to display data and generate user-defined queries.
 - 2) **Total Integration of customer satisfaction surveys on web site** – CWIA continue to review and monitor the surveys on the web site in order to ascertain whether the questions need to be updated to improve CWIA products and services. We will periodically review response rates to see if improvements can be implemented.
 - 3) **Explore using GIS capabilities on web site** – Our customers have asked for a simplification of displaying data in order to increase the ability to use data. As a result, CWIA will begin to explore the use of GIS applications to display thematic maps to display data. The integration of GIS on the web site may possibly require an investment in new software in order to accomplish this on the web site.
 - 4) **Proceeding with enhancements and upgrades to PA Work Stats** – Working with the vendor, CWIA will load the upgrade of PA work Stats from 6.0 to 7.0 when it becomes available. We will also pursue enhancements that are not provided with the upgrade of 7.0.
 - 5) **Enhance navigation capabilities** – As part of feedback provided by our customers, CWIA will work on enhancing the navigation capabilities of PA work Stats within the structure provided by the vendor.
 - 6) **Include new products on web** – CWIA would like to develop a dynamic interface that would provide customers with the Top 50 list by county and any user defined combination of counties lists as well as statewide Top 50 lists. Another, product that we would like to develop is an interactive LMI Resource Guide. This guide would assist customers in understanding what the various terminologies for LMI and uses of LMI data.
- **Customer support for product or service as indicated in customer satisfaction survey results or other customer consultations**

The increased sophistication of the users of labor market information and enhanced website technologies demand accessibility through a web site. The Center has received numerous e-mails applauding the new web site. Additionally, a new customer satisfaction survey is part of the new design. This new site was developed with input from our many customers.

- **Support goals of the state’s WIA/Wagner-Peyser Five-Year Strategic Plan**

Pennsylvania cannot achieve its stated goals and vision if workforce development stakeholders and their partners do not have direct access to relevant and timely information. It is just as critical to provide this information in a readily accessible and user-friendly environment.

- **Principal Customers**

All users of labor market information and those responsible for establishing the policy and direction to ensure the success and prosperity of Pennsylvania’s businesses and workers.

- **Projected outcome(s) and system impact(s)**

The primary outcome is direct access to timely and relevant labor market information. An additional outcome is to alter the perception of workforce development away from multiple independent workforce entities towards a single unified workforce development system where all activities are complementary and supportive of the overall system goals.

- **Planned milestones**

Enhancements and up-grades will continue to be on going.

- **Estimated costs (identify equipment purchases of \$5,000 or more per unit cost)**

Estimated costs to maintain and enhance the delivery system are \$140,000.

6. Support state workforce information training activities.

- **Description of core product, service or other demand activity**

CWIA places training activities into either internal staff development or external knowledge conveyed to its customers. The first five activities listed will increase CWIA’s capabilities to provide for the needs of its customers. The final listed activities represent the sharing of knowledge directly to core customer groups, local workforce investment boards, educators, Pennsylvania’s one-stop centers, and other agency staff.

Staff Training

1) **LMI Training – CWIA staff training** – CWIA takes pride in having staff train one another on labor market information and workforce development research topics. A process referred to as ‘Schoolhouse Learning’ is used to educate CWIA staff on various topics, by having staff program “experts” share their knowledge with others through short and focused sessions, which tie together the various operations of CWIA. This is used in conjunction with more formal and structured training. CWIA recognizes that having the staff capacity and knowledge to provide for the needs of its customers is only the beginning, and not the total solution. Through its training efforts, CWIA shares its knowledge with customers so that they can properly interpret and apply labor market information in making informed decisions. This process begins with how to access the information and the resources within CWIA. The process continues with targeted training and support activities such as those described in the following paragraphs.

2) Customer Response Team Training – In an effort to develop staff and provide customer service, CWIA has implemented a Customer Response Team. As new staff comes on board, they can elect to be a part of this team. They then have an opportunity to work with our customers and their requests. This exposes them to the all the various program data and information available throughout CWIA. Specific training is afforded them and special assignments are given to promote their understanding of labor market information and customers. This links their jobs to our customers.

3) LMI Analyst Training – While staff can secure basic LMI knowledge through on-the-job training and Schoolhouse Learning sessions as described above, CWIA recognizes that more in-depth knowledge is often needed that can be acquired through formalized sessions offered by recognized and respected LMI experts. For this reason, CWIA continues to participate in classes offered by the Labor Market Information Training Institute. Staff is scheduled to attend Applied LMI Analyst Class in July and the ALMIS Database Seminar in August. Other course offerings will be reviewed as they become available.

4) GIS Training – Users of labor market information have always desired the simplest presentation possible that conveys a meaning. Geographic mapping is a convenient, simple, and powerful media to paint a picture of data. Given its inherent capacity to produce layers of data, the possibilities are limited largely by one's experience with using the technology. CWIA intends to expand its GIS capabilities to support the growing needs of our customers. Pennsylvania state government has begun a training program for all state agencies using GIS, CWIA accesses all training and meetings to develop staff.

5) Conferences State and National - Staff involvement in selected state and national conferences will offer another training avenue - workshops which focus on CWIA's products and services, along with demonstrations of their proper use and application, will familiarize its customers with the use, benefits and limitations of LMI. An added advantage of conference participation will be the professional development of the Center's own staff by providing them with opportunities for networking with other LMI specialists to exchange ideas and share innovative practices. CWIA will continue to use the LMI Institute to train and educate its staff in the areas of labor market information.

External Customer Knowledge Training

- 1) WIB Training** – This training is primarily technical training for WIBs in the use of LMI for their performance standards. This will center on industry clusters, use of the RDATA tool (an Access database with QCEW data), and high priority occupations. Additionally, CWIA provides basic training in LMI for WIB staff. Staff is shown how to access and use basic data sets to better understand their local economy.
- 2) Educators** - In the upcoming year, the Center will offer support to educators through the development of career-focused products and through participation at partnership meetings, career fairs, and in select conference workshops. One proposed product

includes high growth industry career posters, which will highlight career pathways for students in targeted industries in the Commonwealth. Center staff will continue participation in the Capital Region Career Education Partnership, a consortium of schools, businesses, government and community agencies from eight counties in the South Central area. Staff will provide LMI resources and offer guidance in their application at quarterly meetings and career fairs. Additionally, the Center will have a presence at conferences targeted to the education community, such as the Integrated Learning Conference, annually sponsored by the PA Department of Education. Workshops will highlight LMI resources, which support and enhance the career decision-making process, and will offer direction in using the *Services for Educators* section of the Center's new website.

- 3) **One-Stop Training** - Training for one-stop staff is designed to provide front line staff with a working knowledge and basic understanding of how labor market information can assist them in providing core, intensive and training services to customers of the one-stop delivery system as well as build familiarity with various labor market resources and how to access them.
- 4) **Agency Personnel** – Since Industry clusters and high priority occupations form the foundation for Pennsylvania's workforce plan, other agency personnel will need information sessions to understand the underlying LMI concepts to better implement the new workforce strategies.

- **Customer support for product or service as indicated in customer satisfaction survey results or other customer consultations**

Through collaboration and consultation with LWIBs, the CWIA discovered LWIB staff needed a more thorough understanding of core programs and products to discern what labor market information could best assist them with their daily job tasks. Likewise, in dialogue with LWIB staff and site administrators in the one-stop system, it was deemed essential frontline one-stop staff becomes acquainted with those particular elements of labor market information that would be most useful when servicing customers. CWIA has feedback sessions with staff that have overwhelmingly had positive comments about the different training they have received.

- **Support goals of the state's WIA/Wagner-Peyser Five-Year Strategic Plan**

To help fulfill its mission, CWIA offers the opportunity for expanded customer participation through direct outreach to facilitate the understanding of new and existing labor market information needs and requirements and to offer partners an opportunity to provide input in the development of new applications for labor market information.

- **Principal Customers**

All workforce development stakeholders, LWIB staff, one-stop site administrators, and one-stop frontline staff reaps the benefits of CWIA's knowledge and staff capacity.

- **Projected outcome(s) and system impact(s)**

LWIB knowledge of the dynamics of local/regional labor markets fosters business retention and growth strategies as well as provides a platform for the development of new public-private partnerships. Additional CWIA knowledge and capabilities will provide a

direct benefit to the workforce development system and its stakeholders through enhanced products, services, and an increased capacity to partner with workforce development entities along with a workforce development community that is more knowledgeable of and better educated in the availability and uses of labor market information. Training sessions and conferences provide a mechanism for collaboration with LWIBs, one-stop staff, and workforce development partners in the development of new products/services to enhance the ability of the workforce delivery system to serve its customers.

- **Planned milestones**

Staff turnover, the addition of new partners, and the rollout of new products make it necessary for all conference and training activities to be ongoing.

- **Estimated costs (identify equipment purchases of \$5,000 or more per unit cost)**

Estimated costs to increase staff knowledge and translate this knowledge to CWIA customers are \$ 125,000.

C. Consultation and Customer Satisfaction Assessment

Consultation with the State WIB, local WIBs, and the unified workforce development system and its stakeholders are ongoing. Pennsylvania's Deputy Secretary for Workforce Development, Sandi Vito, is responsible for the unified system in support of the goals of both the State WIB and the Governor. Ms. Vito oversees CWIA and as such, CWIA is the primary source of workforce development information and products. Through its ongoing consultation with these partners, CWIA constantly receives feedback from the partners in its quest to provide relevant and timely products and services.

A variety of traditional methods are used to gauge customer satisfaction including telephone and e-mail surveys. With the launch of the new web site, customer satisfaction of each product on the site is being sought. As CWIA works closely with its local partners, it receives direct face-to-face feedback on what is needed and what products need enhanced. Though its customer service center, CWIA randomly follows up with customers to determine if the products and services meet their needs.

As the premiere information service provider of labor market information to a large and diverse customer base, CWIA uses the most appropriate method to determine customer satisfaction based on the customer and product/service. No two customers are the same and CWIA tailors its methods of gathering needs information and customer satisfaction results accordingly.

Estimated costs for consultation and customer satisfaction assessment (identify equipment purchases of \$5,000 or more per unit cost) are \$90,000.