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October 1, 2007

U. S. Department of Labor  
Employment and Training Administration  
ATTN: John Beverly  
Office of Performance & Technology  
Room S5206  
200 Constitution Ave. NW  
Washington, D.C. 20210

Dear Mr. Beverly:

Enclosed please find three copies of Pennsylvania's Annual Report to the Secretary for Program Year 2006. The Required Tables (B through H, 1.A. and L through O) are being transmitted via EBSS. An electronic version of the Annual Report, which includes the Required Narrative Parts A and B, is also being sent via e-mail.

Please direct any questions to Ed Legge, Workforce and Program Analysis Division Chief, Center for Workforce Information and Analysis, at 717-787-8646.

Sincerely,

John C. Vogel  
Director

Enclosures

ANNUAL REPORT  
TO THE SECRETARY  
PROGRAM YEAR 2006

Commonwealth of Pennsylvania  
Submitted: October 1, 2007

Pennsylvania Department of Labor & Industry

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TO THE SECRETARY  
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Pennsylvania Department of Labor & Industry

# Annual Report to the Secretary for PY 2006

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REQUIRED NARRATIVE SECTION  
PART A

## **Required Narrative, Part A**

### **Pennsylvania's Workforce Investment Act Performance 2006**

Pennsylvania requested, and received, a waiver for standard WIA performance measures for Program Year (PY) 2005 and PY 2006 in order to blaze the trail for other states by an early commencement of common measures. This meant that there was a single participation period for a client, no matter how many differently funded programs were involved in providing him/her assistance. Participating programs were Wagner-Peyser, Workforce Investment Act (WIA), Veterans programs, and Trade Act. For WIA providers who were used to more closely managing their performance, it has been discomfiting to lose that control. The second year into common measures, all programs involved are still adjusting.

#### **NEW PERFORMANCE OUTCOME CHALLENGES IN PY 2006**

The state took on an additional challenge by the end of calendar year (CY) 2006, when it repositioned itself to begin the Workforce Investment Streamlined Performance Reporting (WISPR) system to the extent the current data collection and reporting configurations allowed. In Pennsylvania, this involved conversion to a pilot WISPR, Workforce Investment Standardized Record Data (WISRD)(submitted quarterly), an expanded Standardized Performance Quarterly Report (proposed ETA-9132), and a reduced veterans report (proposed ETA-9133). System limitations precluded the ability to create an Employer Services report (proposed ETA-9131), so the state continued to generate an ETA-9002 E. Since WISPR guidelines required performance outcomes to be derived from the WISRD, and no standardized software yet existed, Pennsylvania transitioned almost entirely into state in-house programming to produce WIA performance data.

Additionally, since Pennsylvania commenced the Youth Literacy and Numeracy measure in July 1, 2005, the Commonwealth found that available pre-packaged software development was skewed towards the majority of states who did not start this measure until July 1, 2006. The guidance from the Department of Labor was also undeveloped for those states embarking on their second year. Requests for clarification of reporting time frames and populations to be included were delayed well into the program year. This left the state trying to come up with reasonable definitions based upon extremely sparse data, since the WISPR draft published for public comment did not include discussion about the calculation methodology of this measure. Towards the end of the program year, further guidance was provided and was to be enacted with PY 2007. For the purposes of this report, the Literacy and Numeracy measure population consists of those whose first youth service date occurred between July 1, 2005 through June 30, 2006; or whose first youth service date occurred later, but who exited by March 31, 2007.

The loss of the Wage Record Interchange System (WRIS) presented a challenge in PY 2006. WRIS historically has responded with data on approximately 10 percent of the total state participants. In 2006, the Employment and Training Administration (ETA) announced its intention to assume control of WRIS. The assumption by ETA of WRIS responsibilities did not go smoothly. For legal reasons, Pennsylvania was forced to withdraw from this agreement. Although the Commonwealth had a supplemental wage exchange agreement, which allowed Pennsylvania to obtain wage data from all contiguous states except Delaware and New York, the nature of the data did not allow Pennsylvania to distinguish whether there was duplication of wages. Wage data, therefore, was omitted from the six-months average earnings measure. To give an idea of the negative impact of the WRIS withdrawals, Table 1 illustrates the top ten contributors to Pennsylvania's performance (by percent of participant wage per quarter found via WRIS) in the fourth quarter of PY 2005.

Table 1 - Top Ten States Contributing To Pennsylvania's Performance

<u>State</u>	<u>% of WRIS Received</u>	<u>Current Wage Record Availability</u>
New Jersey	18.2%	(Supplemental wage exchange/WRIS)
Maryland	12.5%	(Supplemental wage exchange/WRIS)
New York	12.0%	(Still not a signatory to WRIS)
Florida	9.6%	(WRIS)
Virginia	5.4%	(Supplemental wage exchange/WRIS)
Ohio	4.1%	(Supplemental wage exchange/WRIS)
West Virginia	3.7%	(Supplemental wage exchange/WRIS)
Delaware	3.6%	(Rejoined supplemental wage exchange for PY 2007)
North Carolina	3.6%	(WRIS)
California	2.7%	(Still not a signatory to WRIS)

The Commonwealth plans to mitigate further losses due to WRIS' shortcomings by participating in the Federal Employment Data Exchange System (FEDES)(a data sharing agreement that was just signed) and the supplemental regional wage exchange agreement. Pennsylvania expects to return to WRIS once the amended WRIS agreement is enacted. However, as can be seen from the above list, wage data from non-participating states would still be missing from the WRIS database. At current WRIS participation levels, almost twenty-five percent of wages relevant to Pennsylvania would be unavailable through WRIS. The Commonwealth looks forward to when all states can again be signatories of the WRIS agreement.

Information technology improvements have continued throughout the common measures process. As a result of the dedication of Pennsylvania's program area and information technology (IT) staff, the state enhanced its reporting system in late PY 2006 to allow capture of "self-serve" data. Pennsylvania has also made significant improvement to its data collection ability with the first phase of the Commonwealth Workforce Development System (CWDS). CWDS combines separate state agency systems into a single operating system, including the PA CareerLink WIA and Wagner-Peyser programs, Welfare Employment and Training programs, Vocational Rehabilitation programs, as well as, the PA CareerLink operational system. The first phase of CWDS, which went live in September 2007, should greatly enhance reporting data collection capability over the systems it replaces. It is unclear, as yet, what impact that will have upon on performance in PY 2007.

**COST COMPARISON OF SERVICES AND OUTCOMES**

Methodology.

For the purposes of this cost comparison, a tentative cost per participant was derived by dividing funding stream allocations by the total number of participants for the program year. Using this method, the cost per participant by funding stream for the program year is estimated as follows: Adults, \$4,113; Dislocated Workers, \$2,068; and Youth, \$3,805. To determine the cost to be successful in attaining employment, retention, and/or negotiated six-months wage earnings, the cost per participant is multiplied by the total number of individuals eligible for the performance measure, and then divided by the number of participants who succeeded in attaining the performance level. A primary goal of all workforce programs is to assist the participant in finding and retaining employment with a family-sustaining wage.

Adults And Dislocated Workers.

*Adults.* For those Adults eligible to be included in the entered employment rate, it cost the state approximately \$5,389 for them to become employed; \$4,977 to be retained in employment; and \$7,042 to meet or exceed the state’s negotiated level of \$12,250. Approximately 58.4 percent of the Adult participants in the calculation had average wage earnings that either met or exceeded the negotiated level. The average six-months wage earnings (participant employed first, second, and third quarter after exit) increased by \$538 (or 4.6 percent) from PY 2005.

For those Adults who received training services and were eligible for performance measurement, the average cost for a participant to become employed was \$5,414; and to be retained in employment, \$4,865. The average cost for a participant to have a wage gain at or above the state’s negotiated level was \$6,725. The average six-months earnings for those who received training services increased by almost \$850 from PY 2005’s average, or a 7.1 percent increase.

For those Adults who received core (staff-assisted) or intensive services only, the average cost for a participant to become employed was \$5,365; to be retained, \$5,124; and to have a wage gain at or above the negotiated level, \$7,504. The average six-months earnings for those who received only core (staff-assisted) or intensive services increased by 2.5 percent, or \$275, in PY 2006, over what was observed for PY 2005.

A further breakout reveals that individuals who received only core services actually showed a greater percentage of achieving, retaining, and exceeding the state’s negotiated Adult six months earnings of \$12,250 than individuals who also received intensive services. Table 2 shows the comparison. While it would be expected that those who were more “job ready” might be able to more successfully enter employment in a short span, it would also seem that those who received differing service packages (core, intensive, and training) would fare better in the long-term measures. While a detailed analysis was not conducted, these outcomes may have been impacted by the skill level of the population served and/or type of training pursued. Additionally, it could be that those requiring more intensive and training services may have relocated for employment, adding to the loss of WRIS data as a potential factor.

*Table 2 - Adult Participant Performance Outcome Success By Degree of Service*

Measures	Core Only	Intensive	Training
Entered Employment Rate	85.3 %	71.2 %	76.0 %
Six Month Retention Rate	83.4 %	77.4 %	84.5 %
Exceed State Negotiated Six Months Earnings Level (\$12,250)	46.6 %	28.9 %	42.4 %

*Dislocated Workers.* The state’s costs for Dislocated Workers that were eligible to be included in the Entered Employment Rate averaged approximately: \$2,526 for employment; \$2,301 for employment retention; and \$2,775 for average six month wage earnings that

either met or exceeded the state's negotiated level. Although the cost for those who met or exceeded the state's negotiated six month earnings increase was down \$708 from PY 2005 and almost 75 percent of the Dislocated Worker population included in this measure met or exceeded the negotiated performance level, the average six-months earnings for PY 2006 were \$561 less than the prior year.

The Commonwealth's average cost for Dislocated Workers who received training services to enter employment was \$2,496; to retain employment, \$2,297; and to meet or exceed the state's negotiated average six-months wage earnings, \$2,724. For those Dislocated Workers who received core (staff-assisted) and intensive services only, the average cost to enter employment was \$2,586; to retain employment, \$2,310, and to have passing average wage earnings, \$2,891. While average six-months earnings decreased for those who received training and for those who received core (staff-assisted)/intensive services, those receiving intensive and/or core services had the sharpest drop of almost \$1,200. It is believed that this is one of the areas upon which the lack of WRIS data from non-participating states has had an impact. The lack of this relevant data, therefore, should be a considered a significant variable in evaluation of the reported outcomes.

A comparison between the performance based upon the degree of service provided for Dislocated Workers showed a different dynamic from that of Adults. For Dislocated Workers, based upon performance outcomes, training services proved to be more cost effective for all three measured outcomes: obtaining employment; retention in employment; and attaining wage gain level. However, a further service breakout of core and intensive services into separate categories produced a revealing perspective of the services and their relative outcomes. As Table 3 demonstrates, *while those who received core-only services had the highest success rate in gaining employment, those who received intensive services had the highest degree of success in retention, and those who received training services had the a higher percentage exceeding the state's negotiated level of \$16,250.*

Table 3 - Dislocated Worker Participant Performance Outcome Success By Degree of Service

Measures	Core Only	Intensive	Training
Entered Employment Rate	84.7 %	79.0 %	82.9 %
Six Months Retention Rate	86.0 %	90.3 %	90.0 %
Exceeded State Negotiated Six Months Earnings Level (\$16,250)	51.4 %	54.7 %	59.8 %

A plausible conclusion drawn from this data is that individuals receiving core-only services have a higher rate for obtaining employment, though employment is at a lower wage and is not retained as long as for participants who have also received intensive and training services. Individuals who received intensive services benefited from those services and stayed on the job longer than those receiving core-only services. Individuals receiving training, which is targeted toward jobs that pay higher wages, have better earnings than those receiving only core and intensive services.

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## Youth Common Measures.

The second year under the common measures reporting system involved additional training of Local Workforce Investment Area staff, as well as enhancement of the state workforce development operating system. Pennsylvania continued to shift its IT environment to meet current and future operating and reporting demands, especially to capture the data for Youth performance outcomes. For PY 2006, Pennsylvania was held accountable for three Youth performance outcomes: Youth Placement; Youth Attainment of Degree or Certificate; and Literacy and Numeracy Rate.

*Youth Placement.* The state had a large in-school youth population in PY 2005. The in-school youth population was still sizable in PY 2006, although the Commonwealth's increased effort to enroll older youth has led to a more equal distribution between in-school and out-of-school youth and an increase in the state's placement measure from PY 2005. In PY 2006, there were 1,778 in-school youth (down by 560 from PY 2005) who were counted in the youth placement measure as opposed to 1,181 (an increase of 360) out-of-school youth. The placement rate for these in-school youth was 54.4 percent (an increase due, in part, to youth with part-time employment), while out-of-school youth had a slightly higher 59.7 percent placement rate. The state average for this measure was 56.5 percent. The approximate cost per person to have a successful youth placement was \$6,734.

*Youth Attainment of Degree or Certificate.* A priority of the Commonwealth for PY 2006 was ensuring that Local Workforce Investment Areas would report only allowable certificate attainments for common measures purposes in PY 2006. A data clean-up was also conducted in the spring of 2007 to eliminate invalid certificates already in the reporting system. After these efforts, the state's final results for PY 2006 still showed a substantial increase over the prior year, reaching 75.4 percent. Therefore, it cost the state approximately \$5,046 per participant for a successful attainment. Out-of-school youth, which accounted for almost 52 percent of the performance outcome population, averaged only a 54.8 percent increase, as opposed to the in-school youth who rebounded from a low of 42 percent last year to 97.4 percent.

*Youth Literacy and Numeracy.* As briefly discussed earlier, the youth literacy and numeracy rate measure has caused various difficulties in reporting. The lack of USDOL guidance for states in their second year of common measures has made the process a challenge. In addition, the Commonwealth's performance suffered due to the soft exit of youth, who were still receiving follow-up services of some kind, and who later successfully increased proficiency within the prescribed one-year time frame but could not be counted as positive outcomes.

Another factor affecting the literacy and numeracy measure is that almost 50 percent of the total population of youth included in the Literacy and Numeracy measure come from three LWIAs: Pittsburgh, Philadelphia, and Allegheny County. These three areas drive the Commonwealth's performance for this measure, and their strategies to concentrate on hard-to-serve populations had a major impact on performance.

Statewide, while 18- and 19-year-olds made up the largest groups of youth used in the performance outcome (30.7 percent and 24.9 percent, respectively), those who had the greatest reported success were 21- (50.9 percent success) and 19-year-olds (50.2 percent success). By age, those youth who attained the most success after the first two age groups were 18-year-olds (46.6 percent), 20-year-olds (43.9 percent), and those under 18 (39.7

percent). The estimated cost per participant to have a successful outcome in this measure was \$8,158.

## **PERFORMANCE OUTCOME TIME FRAMES**

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

### Participant Levels

*Participants:* By funding stream, those WIA participants who were receiving reportable workforce development services at any time during the program year (July 1, 2006 through June 30, 2007).

*Exiters:* By funding stream, those WIA participants who exited between April 1, 2006 and March 31, 2007.

### WIA Adult/Dislocated Worker

*Entered Employment Rate.* Those WIA participants who received either Adult or Dislocated Worker funding who were determined to have finished, or exited, reportable workforce development services between October 1, 2005 and September 30, 2006.

*Six Months Retention Rate:* Those WIA participants who received either Adult or Dislocated Worker funding who were determined to have finished, or exited, reportable workforce development services between April 1, 2005 and March 31, 2006.

*Six Months Average Earnings:* Those WIA participants who received either Adult or Dislocated Worker funding who were determined to have finished, or exited, reportable workforce development services between April 1, 2005 and March 31, 2006

### WIA Youth

*Placement (in Employment or Education) Rate.* Those WIA participants who received Youth funding who were determined to have finished, or exited, reportable workforce development services between October 1, 2005 and September 30, 2006.

*Attainment of Degree or Certificate Rate.* Those WIA participants who received Youth funding who were determined to have finished, or exited, reportable workforce development services between October 1, 2005 and September 30, 2006.

## **TABLES**

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

REQUIRED NARRATIVE SECTION

PART B

STATE EVALUATION OF  
WORKFORCE INVESTMENT ACTIVITIES

COMMON PERFORMANCE MEASURES:

THE PENNSYLVANIA EXPERIENCE

[OPTIONAL NARRATIVE SECTION]

## **Required Narrative, Part B**

### **State Evaluation of Workforce Investment Activities**

Governor Rendell's Job Ready PA Initiative is key to ensuring that Pennsylvania businesses have access to a skilled labor force, and residents will continue to have access to education and training they need to succeed in careers that provide family-sustaining wages.

The Commonwealth of Pennsylvania is committed to continuous improvement in the efficiency and effectiveness of the statewide workforce investment system. Pennsylvania continues to take the steps necessary to ensure collaboration and continuous improvement by strengthening delivery systems, integrating the workforce development system, and establishing system-wide performance measures.

Essential in this process is the ongoing evaluation of existing systems. The High Performance Workforce Investment Board (WIB) Standards, System-Wide Performance Measures in Pennsylvania's Performance Management Plan, PA CareerLink Quality Review (CLQR), and PA CareerLink Certification/Chartering all have a crucial component of evaluation in their design.

#### **HIGH PERFORMANCE WIB STANDARDS**

Governor Rendell emphasized his strong interest in the performance of Local Workforce Investment Boards (LWIBs) by establishing the High Performance WIB Standards. In 2006, Pennsylvania made grants available to LWIBs to serve as an incentive for improving the strategic use of workforce funds. These grants were awarded only to those LWIBs that met PA's High Performance Workforce Investment Board Standards.

Each Local Workforce Investment Area (LWIA) was required to conduct a self-assessment to determine how the activities and outcomes of the LWIB compared to the established standards. Through the self-assessment process, the state gathered information about the LWIB status and also took this opportunity to inform LWIB members about critical strategies the state is interested in seeing implemented locally. The self-assessment was not only a means for the LWIBs to discuss internally how well they were performing in relation to the state strategies, but also identified strengths, and opportunities for improvement, in the LWIB overall strategic plan.

The self-assessment is part of an overall evaluation process that includes a review of the self-assessment document by a team of state workforce experts and members of the PA Workforce Investment Board, a site visit, and a second assessment by the review team. The review team developed a recommendation as to whether the LWIB was meeting the high performance standards. The recommendations were presented to the Deputy Secretary for Workforce Development, who made the final decision. Technical assistance continues to be provided to those LWIBs that did not meet the standards.

After evaluating the usefulness of each standard and the effectiveness of the evaluation process itself, the state is revising the High Performance WIB Standards and the process to reflect local feedback and align the standards with the state's increasing expectations toward continuous improvement.

## SYSTEM-WIDE PERFORMANCE MEASURES

Since the implementation of the PA Performance Management Plan, a set of common quantitative and strategic measures has been used to evaluate all workforce programs housed in various state departments. Pennsylvania developed an integrated data management system to share workforce program information across departments, and to ensure that data collected on programs from each of the 23 LWIAs across the Commonwealth are uniform. That data continues to be evaluated against the common quantitative and strategic measures. A Performance Management Report based on this data and its evaluation is being finalized.

### PA CAREERLINK QUALITY REVIEW

The PA CareerLink Quality Review, implemented in April 2005, serves as a quantitative and qualitative measure of PA CareerLink efficacy and quality of services. This tool provides a set of quality benchmarks to measure and evaluate performance for all PA CareerLinks, and to support and encourage performance improvement.

The CLQR is a two-step process: a self-assessment, followed by a site visit. As a required component of PA CareerLink certification, all one-stops participate in the quality review process.

In the initial round of reviews, eight of 72 one-stops met criteria as Best in Class. All other sites were required to provide action plans identifying actions and timelines for progress.

### CERTIFICATION OF ONE-STOPS

Certification requirements, issued to PA CareerLinks in May 2006, comprise the following components:

- LWIB/One-Stop Operator Agreement; ← --- Formatted: Bullets and Numbering
- LWIB/One-Stop Partners Memorandum of Agreement; ← --- Formatted: Bullets and Numbering
- One-Stop Resource Sharing Agreement (includes cost allocation etc.); ← --- Formatted: Bullets and Numbering
- One-Stop Service Plan (formerly the PA CareerLink Business Plan); ← --- Formatted: Bullets and Numbering
- LWIB/Consortium Agreement (dependent on local structure); ← --- Formatted: Bullets and Numbering
- PA CareerLink Quality Review; and ← --- Formatted: Bullets and Numbering
- PA CareerLink Staff Development and Credentialing. ← --- Formatted: Bullets and Numbering

Review of the One-Stop Service Plan and related documents allows the Commonwealth to evaluate one-stop operations in accordance with a baseline of quality required for the use of the PA CareerLink brand name. In the most recent round of certification/chartering, 72 one-stops met the requirements and were certified as PA CareerLinks by the Department of Labor & Industry. All certifications are effective through December 31, 2008.

## PROFESSIONAL DEVELOPMENT FOR PA CAREERLINK STAFF

During PY 2005, the Pennsylvania Department of Labor & Industry (L&I) initiated a contract with the Pennsylvania State University (PSU) for provision of staff development, training, curriculum and credentialing for all PA CareerLink staff. The focus is on implementing a customized PA CareerLink training curriculum and certification program, whereby one-stop staff from all partner agencies will have the opportunity to obtain a specialized PA CareerLink credential. This will support a common knowledge base among one-stop staff, thereby enhancing integration while simultaneously helping to deal with an anticipated loss of expertise as "baby boomers" retire and staff realigns to fill vacant positions. The credentialing program supports the organizational development goals of PA CareerLink partner and the larger workforce development system.

This program was developed in four phases: intensive front-end and needs analysis; development of competency models; pilots; and delivery of training and credentialing for all PA CareerLink staff.

Representatives from L&I, Pennsylvania Social Services Union, the Department of Public Welfare, Department of Education, and LWIBs serve on a steering committee for this initiative. The committee has been working closely with PSU and its nationally-recognized project team members to ensure that the training needs of all PA CareerLink staff are adequately met to effect the delivery of high-quality services to customers.

The curriculum is comprised of four (4) levels:

- PA CareerLink 101 is a series of five modules establishing a baseline of knowledge and understanding for all partner staff in the PA CareerLink system. Through the initial phase of training for PA CareerLink staff, which was completed in mid-August 2006, over 1700 attended in 68 class offerings. ← --- Formatted: Bullets and Numbering
  
- PA CareerLink 400 is training designed specifically for high-level managers and administrators. A seven-week curriculum covers the following competencies: Developing Personal Leadership; Leading Change; Strategic Planning; and Leading Customer Centered Organizations. In the initial course, 90 leaders participated from across the Commonwealth. ← --- Formatted: Bullets and Numbering
  
- PA CareerLink 300 is training designed specifically for managers and supervisors within the PA CareerLink system. The five-week curriculum covers the competencies of Performance Management, Leadership and Coaching, Teamwork and Cooperation, Problem Solving and Resource Usage. In the initial course, 130 managers and supervisors participated in nine different sessions across the Commonwealth. ← --- Formatted: Bullets and Numbering
  
- PA CareerLink 200 is training that, with support from field subject-matter experts, was designed and customized to the needs of the front line worker in PA CareerLinks. The curriculum provides technical training on career and workforce planning for job seekers and businesses, along with specialized tracks on job seeker and business services. ← --- Formatted: Bullets and Numbering

Each of the four levels of training is offered periodically, as needed, for new staff.

To date, the following numbers reflect Pennsylvania's success: 1,982 staff participated in the training. Of those staff, 95 percent (1,878) completed the training and received a credential. Of the remaining staff who did not complete the full training program, two percent (36) completed some part of the training and received CEUs.

### REGIONAL PA CAREERLINK SYMPOSIUMS

The Bureau of Workforce Development Partnership sponsors semi-annual Regional PA CareerLink management symposiums with representatives of the workforce development system to ensure that local staff are integrating their activities. These symposiums are used to share information, updates, new policies, best practices, and serve as networking opportunities for state and local workforce partners.

Additionally, the Bureau sponsors a statewide Dislocated Worker Forum, a Business Services Forum, and a Veterans Services Forum as venues to share information and engage the system in quality service delivery.

### EVALUATING AND CORRECTING PERFORMANCE

Pennsylvania continues to monitor and evaluate LWIA performance and provide technical assistance as warranted. The Commonwealth's technical assistance and sanctions policy will be refined, as necessary, as the state gains experience with the new measures system.

The Commonwealth issues performance reports to each LWIA for its information and analysis. If an LWIA fails to meet the agreed-upon performance levels for a program in any year, a corrective action plan may be required.

Pennsylvania provides technical assistance to LWIAs that need to improve performance in a given measure. The technical assistance may include training sessions, assistance in the development of a performance improvement plan, or referral to peer-to-peer technical assistance.

The Commonwealth takes an active role in the design of the local monitoring process to assure that benchmarks are achieved and improvement occurs in an agreed-upon timeframe.

Collaborative performance evaluation and continuous improvement of design and operations go hand-in-hand in the process of ensuring an effective workforce development system.

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In 2005 new Chartering and Certification policy for PA CareerLinks was issued by the Department of Labor & Industry. Local WIBs will continue to charter sites, but a PA Certification will be needed in order to conduct business as a PA CareerLink. Currently, all charters have been extended until December 31, 2006, pending implementation of the new chartering and certification criteria.

Documents required include:

LWIB/One-Stop Operator Agreement;

LWIB/One-Stop Partners Memorandum of Agreement;

One-Stop Resource Sharing Agreement (includes cost allocation etc.);

One-Stop Service Plan (formerly the PA CareerLink Business Plan);

LWIB/Consortium Agreement (dependent on local structure);

PA CareerLink Quality Review; and

PA CareerLink Staff Development and Credentialing.

PA CAREERLINK QUALITY REVIEW

The PA CareerLink Quality Review (CLQR) was officially implemented in April, 2005. The CLQR was developed to serve as a quantitative and qualitative measure of PA CareerLink efficacy and quality of services, toward continuous improvement and better business results. This tool provides a set of quality benchmarks to measure performance for all PA CareerLinks, and to support and encourage performance improvement.

The CLQR is a two-step process: a self-assessment followed by a site visit. Three pilots were completed to ensure that the tool and process were effectively deployed and to set minimum benchmarks for scoring. The full implementation of the CLQR was in April, 2005, with training workshops conducted at the PA Partners conference in May 2005. All self-assessments were completed by June 30, 2005. As of June 30, 2006, of the 82 PA CareerLinks, 48 site visits have been completed, and 31 final reports have been issued. The remaining 34 site visits are in

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### **PROFESSIONAL DEVELOPMENT FOR PA CAREERLINK STAFF**

*During PY 2005, the Pennsylvania Department of Labor & Industry (L&I) initiated a contract with the Pennsylvania State University (PSU) for provision of staff development, training, curriculum and credentialing for all PA CareerLink staff. The focus is on crafting and implementing a customized Career Link training curriculum and certification program, whereby One-Stop staff from all partner agencies will have the opportunity to obtain a specialized PA CareerLink credential. This will support a common knowledge*

base among One-Stop staff, thereby enhancing integration while simultaneously helping to deal with an anticipated problem as “baby boomers” retire. The credentialing program will support the organizational development goals of PA CareerLink partner and the larger workforce development system.

This program was developed in four phases, including an intensive front-end and needs analysis, the development of competency models, the conduct of pilots, leading to the delivery of all training and credentialing for all PA CareerLink staff, to be completed within one year from the date the contract was executed. The first three phases were implemented during PY 2005, and the fourth phase began during that same time period.

Representatives from L&I, Pennsylvania Social Services Union, the Department of Public Welfare, Department of Education, and Local WIBs serve on a steering committee for this initiative. This committee has been working closely with PSU and its nationally-recognized project team members to ensure that the needs of all PA CareerLinks and their employees are adequately met.

The curriculum is comprised of four (4) levels:

PA CareerLink 101 is a series of five modules establishing a baseline of knowledge and understanding for all employees and partners in the PA CareerLink system. Through the initial phase of training all PA CareerLink staff, which was completed in mid- August 2006, over 1700 attended in 68 class offerings.

PA CareerLink 400 is training designed specifically for high-level managers and Administrators. A seven-week curriculum covers the competencies of Developing Personal Leadership, Leading Change, Strategic Planning and Leading Customer Centered Organizations. 90 Leaders are participating from across the commonwealth.

PA CareerLink 300 is training designed specifically for managers and supervisors within the PA CareerLink system. A five-week curriculum covers the competencies of Performance Management, Leadership and Coaching, Teamwork and Cooperation, Problem Solving and Resource Usage. 130 managers and supervisors are participating in 9 different sessions across the commonwealth.

PA CareerLink 200 is currently under development. With support from field subject-matter experts, a curriculum will be designed and customized to the needs of the front line worker in PA CareerLinks. The curriculum will provide technical training on foundation/primary services for job seekers and business services, along with specialization tracks on job seeker services and business services as well as providing PC skills training.

## **REGIONAL PA CAREERLINK MANAGEMENT SYMPOSIUMS**

The Bureau of Workforce Partnership sponsored bi-annual Regional PA CareerLink symposiums with local PA CareerLink Administrators, Employment Services staff, and partner agencies to ensure that local staff are integrating their activities. These symposiums are used to share information, updates, new policies as well as sharing of best practices and networking opportunities.

## **EVALUATING AND CORRECTING PERFORMANCE**

*With the recent approval of the common measures waiver, Pennsylvania is in the process of developing a new technical assistance and sanction policy to be utilized when evaluating performance.*

#### **STATE ASSISTANCE TO LOCAL WORKFORCE INVESTMENT AREAS**

*The Commonwealth issues performance reports to each Local Workforce Investment Area (LWIA) for their information and analysis. If a Local Workforce Investment Area fails to meet the levels of performance agreed to for the core indicators of performance for a program in any year, a corrective action plan may be required.*

*Pennsylvania provides technical assistance to LWIAs that need to improve performance in a given measure. The technical assistance may include training sessions, assistance in the development of a performance improvement plan, or referral to peer-to-peer technical assistance.*

*The Commonwealth takes an active role in the design and operation of the monitoring process to assure that benchmarks have been achieved and improvement has occurred in an agreed-upon timeframe.*

## REQUIRED TABLES

TABLES B THROUGH H.1.A. AND L THROUGH O

Note: Tables A, H, I, J, and K are not applicable under Pennsylvania's PY 2005 implementation of Common Performance Measures.

**Table N - Cost of Program Activities - PY '06 as of June 30, 2007**

<b>Program Activity</b>		<b>Total Federal Spending</b>
Local Adults		\$27,290,606.00
Local Dislocated Workers		\$22,619,752.00
Local Youth		\$29,358,666.00
Rapid Response (up to 25%) Sec134 (a) (2) (A)		\$12,365,869.00
<b>Total Statewide Expenditures</b>		<b>\$18,603,742.00</b>
Statewide Required Activities (up to 15%) Sec134 (a) (2) (B)		\$10,598,754.00
Statewide Allowable Activites Sec134 (a) (3)	Program Activity Description	
	Miscellaneous	\$8,004,988.00
	Subtotal	\$8,004,988.00
<b>Total of All Federal Spending Listed Above</b>		<b>\$110,238,635.00</b>

**WIA TITLE I ANNUAL REPORT FOR PROGRAM YEAR 2006  
TABLE O - LOCAL PERFORMANCE**

PA-Modified Pilot ETA 90910

<b>Local Area Name</b> Allegheny County Workforce Investment Area	<b>Total Participants Served</b>	<b>Adults</b>	323
		<b>Dislocated Workers</b>	163
		<b>Older Youth</b>	195
		<b>Younger Youth</b>	484
<b>ETA ASSIGNED #</b> SW 005	<b>Total Exiters</b>	<b>Adults</b>	168
		<b>Dislocated Workers</b>	127
		<b>Older Youth</b>	80
		<b>Younger Youth</b>	215
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	67.0	64.9
	<b>Dislocated Workers</b>	82.0	83.5
<b>Retention Rate</b>	<b>Adults</b>	68.0	70.3
	<b>Dislocated Workers</b>	85.0	90.0
<b>Six Month Average Earnings</b>	<b>Adults</b>	10,000	8,907
	<b>Dislocated Workers</b>	14,500	18,273
<b>Placement in Employment or Education</b>	<b>Youth (14-21)</b>	46.0	55.1
<b>Attainment of Degree or Certificate</b>	<b>Youth (14-21)</b>	37.0	55.6
<b>Literacy or Numeracy Gains</b>	<b>Youth (14-21)</b>	42.0	41.2
<b>Description of Other State Indicators of Performance (WIA "136 (d)(1) (Insert additional rows if there are more than two Other State Indicators of Performance.</b>			
<b>Overall Status of Local Performance</b>		<b>NOT MET</b>	<b>EXCEEDED</b>
<b>Comments:</b>		<b>MET</b> X	

**WIA TITLE I ANNUAL REPORT FOR PROGRAM YEAR 2006  
TABLE O - LOCAL PERFORMANCE**

PA-Modified Pilot ETA 90910

Local Area Name Berks County Workforce Investment Area	Total Participants Served	Adults	147
		Dislocated Workers	149
		Older Youth	34
		Younger Youth	274
ETA ASSIGNED # SE 015	Total Exiters	Adults	89
		Dislocated Workers	55
		Older Youth	20
		Younger Youth	138
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	80.0	83.7
	Dislocated Workers	80.0	90.0
Retention Rate	Adults	85.0	88.1
	Dislocated Workers	91.0	87.7
Six Month Average Earnings	Adults	11,000	12,418
	Dislocated Workers	15,000	15,770
Placement in Employment or Education	Youth (14-21)	65.0	77.7
Attainment of Degree or Certificate	Youth (14-21)	40.0	97.2
Literacy or Numeracy Gains	Youth (14-21)	51.0	58.3
Description of Other State Indicators of Performance (WIA "136 (d)(1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
Overall Status of Local Performance		NOT MET	
		MET	
Comments:		EXCEEDED X	

**WIA TITLE I ANNUAL REPORT FOR PROGRAM YEAR 2006  
TABLE O - LOCAL PERFORMANCE**

PA-Modified Pilot ETA 90910

Local Area Name Bucks County Workforce Investment Area	Total Participants Served	Adults	84
		Dislocated Workers	164
		Older Youth	15
		Younger Youth	53
ETA ASSIGNED # SE 020	Total Exiters	Adults	58
		Dislocated Workers	111
		Older Youth	22
		Younger Youth	44
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	66.0	81.3
	Dislocated Workers	80.0	91.3
Retention Rate	Adults	81.0	85.4
	Dislocated Workers	90.0	89.5
Six Month Average Earnings	Adults	12,250	13,331
	Dislocated Workers	16,250	16,263
Placement in Employment or Education	Youth (14-21)	50.0	54.8
Attainment of Degree or Certificate	Youth (14-21)	75.0	49.3
Literacy or Numeracy Gains	Youth (14-21)	50.0	46.7
Description of Other State Indicators of Performance (WIA "136 (d)(1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
Overall Status of Local Performance		NOT MET	
		MET	X
Comments:			

**WIA TITLE I ANNUAL REPORT FOR PROGRAM YEAR 2006  
TABLE O - LOCAL PERFORMANCE**

PA-Modified Pilot ETA 90910

<b>Local Area Name</b> Chester County Workforce Investment Area	<b>Total Participants Served</b>	<b>Adults</b>	79
		<b>Dislocated Workers</b>	120
		<b>Older Youth</b>	34
		<b>Younger Youth</b>	43
<b>ETA ASSIGNED #</b> SE 030	<b>Total Exiters</b>	<b>Adults</b>	31
		<b>Dislocated Workers</b>	52
		<b>Older Youth</b>	18
		<b>Younger Youth</b>	22
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	75.0	71.4
	<b>Dislocated Workers</b>	82.5	81.0
<b>Retention Rate</b>	<b>Adults</b>	84.0	69.0
	<b>Dislocated Workers</b>	91.0	85.9
<b>Six Month Average Earnings</b>	<b>Adults</b>	15,000	11,168
	<b>Dislocated Workers</b>	17,000	16,034
<b>Placement in Employment or Education</b>	<b>Youth (14-21)</b>	50.0	30.2
<b>Attainment of Degree or Certificate</b>	<b>Youth (14-21)</b>	58.0	36.0
<b>Literacy or Numeracy Gains</b>	<b>Youth (14-21)</b>	52.0	52.2
<b>Description of Other State Indicators of Performance (WIA "136 (d)(1) (Insert additional rows if there are more than two Other State Indicators of Performance.</b>			
<b>Overall Status of Local Performance</b>		<b>NOT MET</b>	<b>EXCEEDED</b>
<b>Comments:</b>		MET	
		X	

**WIA TITLE I ANNUAL REPORT FOR PROGRAM YEAR 2006  
TABLE O - LOCAL PERFORMANCE**

PA-Modified Pilot ETA 90910

<b>Local Area Name</b> Delaware County Workforce Investment Area	<b>Total Participants Served</b>	<b>Adults</b>	94
		<b>Dislocated Workers</b>	163
		<b>Older Youth</b>	28
		<b>Younger Youth</b>	154
<b>ETA ASSIGNED #</b> SE 035	<b>Total Exiters</b>	<b>Adults</b>	55
		<b>Dislocated Workers</b>	109
		<b>Older Youth</b>	13
		<b>Younger Youth</b>	186
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	81.5	63.0
	<b>Dislocated Workers</b>	89.5	80.0
<b>Retention Rate</b>	<b>Adults</b>	80.5	80.4
	<b>Dislocated Workers</b>	88.5	86.8
<b>Six Month Average Earnings</b>	<b>Adults</b>	12,250	10,182
	<b>Dislocated Workers</b>	17,000	17,930
<b>Placement in Employment or Education</b>	<b>Youth (14-21)</b>	21.0	34.7
<b>Attainment of Degree or Certificate</b>	<b>Youth (14-21)</b>	15.5	48.5
<b>Literacy or Numeracy Gains</b>	<b>Youth (14-21)</b>	25.0	89.5
<b>Description of Other State Indicators of Performance (WIA "136 (d)(1) (Insert additional rows if there are more than two Other State Indicators of Performance.</b>			
<b>Overall Status of Local Performance</b>		<b>NOT MET</b>	<b>EXCEEDED</b>
<b>Comments:</b>		MET	X

**WIA TITLE I ANNUAL REPORT FOR PROGRAM YEAR 2006  
TABLE O - LOCAL PERFORMANCE**

PA-Modified Pilot ETA 90910

<b>Local Area Name</b> Westmoreland and Fayette Workforce Investment Area	<b>Total Participants Served</b>	<b>Adults</b>	638
		<b>Dislocated Workers</b>	356
		<b>Older Youth</b>	95
		<b>Younger Youth</b>	366
<b>ETA ASSIGNED #</b> SW 045	<b>Total Exiters</b>	<b>Adults</b>	230
		<b>Dislocated Workers</b>	175
		<b>Older Youth</b>	31
		<b>Younger Youth</b>	103
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	86.9	70.9
	<b>Dislocated Workers</b>	86.0	74.5
<b>Retention Rate</b>	<b>Adults</b>	86.3	85.4
	<b>Dislocated Workers</b>	90.0	86.1
<b>Six Month Average Earnings</b>	<b>Adults</b>	10,166	10,506
	<b>Dislocated Workers</b>	12,610	12,534
<b>Placement in Employment or Education</b>	<b>Youth (14-21)</b>	47.0	59.8
<b>Attainment of Degree or Certificate</b>	<b>Youth (14-21)</b>	38.0	89.9
<b>Literacy or Numeracy Gains</b>	<b>Youth (14-21)</b>	52.0	63.6
<b>Description of Other State Indicators of Performance (WIA "136 (d)(1) (Insert additional rows if there are more than two Other State Indicators of Performance.</b>			
<b>Overall Status of Local Performance</b>		<b>NOT MET</b>	<b>MET</b>
<b>Comments:</b>		X	<b>EXCEEDED</b>

**WIA TITLE I ANNUAL REPORT FOR PROGRAM YEAR 2006  
TABLE O - LOCAL PERFORMANCE**

PA-Modified Pilot ETA 90910

<b>Local Area Name</b> Lackawanna County Workforce Investment Area	<b>Total Participants Served</b>	<b>Adults</b>	125
		<b>Dislocated Workers</b>	156
		<b>Older Youth</b>	37
		<b>Younger Youth</b>	28
<b>ETA ASSIGNED #</b> NE 055	<b>Total Exiters</b>	<b>Adults</b>	78
		<b>Dislocated Workers</b>	110
		<b>Older Youth</b>	18
		<b>Younger Youth</b>	19
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	80.0	85.7
	<b>Dislocated Workers</b>	89.0	86.7
<b>Retention Rate</b>	<b>Adults</b>	88.0	87.3
	<b>Dislocated Workers</b>	88.5	88.7
<b>Six Month Average Earnings</b>	<b>Adults</b>	12,500	13,956
	<b>Dislocated Workers</b>	11,500	12,809
<b>Placement in Employment or Education</b>	<b>Youth (14-21)</b>	46.0	69.6
<b>Attainment of Degree or Certificate</b>	<b>Youth (14-21)</b>	30.0	38.2
<b>Literacy or Numeracy Gains</b>	<b>Youth (14-21)</b>	52.0	0.0
<b>Description of Other State Indicators of Performance (WIA "136 (d)(1) (Insert additional rows if there are more than two Other State Indicators of Performance.</b>			
<b>Overall Status of Local Performance</b>		<b>NOT MET</b>	<b>MET</b>
<b>Comments:</b>		X	<b>EXCEEDED</b>

**WIA TITLE I ANNUAL REPORT FOR PROGRAM YEAR 2006  
TABLE O - LOCAL PERFORMANCE**

PA-Modified Pilot ETA 90910

<b>Local Area Name</b> Lancaster County Workforce Investment Area	<b>Total Participants Served</b>	<b>Adults</b>	144
		<b>Dislocated Workers</b>	245
		<b>Older Youth</b>	19
		<b>Younger Youth</b>	71
<b>ETA ASSIGNED #</b> SE 060	<b>Total Exiters</b>	<b>Adults</b>	89
		<b>Dislocated Workers</b>	177
		<b>Older Youth</b>	24
		<b>Younger Youth</b>	47
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	82.0	83.5
	<b>Dislocated Workers</b>	89.0	87.2
<b>Retention Rate</b>	<b>Adults</b>	80.0	77.6
	<b>Dislocated Workers</b>	90.0	91.2
<b>Six Month Average Earnings</b>	<b>Adults</b>	11,119	10,879
	<b>Dislocated Workers</b>	17,750	16,495
<b>Placement in Employment or Education</b>	<b>Youth (14-21)</b>	35.0	57.7
<b>Attainment of Degree or Certificate</b>	<b>Youth (14-21)</b>	25.0	84.5
<b>Literacy or Numeracy Gains</b>	<b>Youth (14-21)</b>	51.0	33.3
<b>Description of Other State Indicators of Performance (WIA "136 (d)(1) (Insert additional rows if there are more than two Other State Indicators of Performance.</b>			
<b>Overall Status of Local Performance</b>		<b>NOT MET</b>	<b>EXCEEDED</b>
<b>Comments:</b>		<b>MET</b> X	

**WIA TITLE I ANNUAL REPORT FOR PROGRAM YEAR 2006  
TABLE O - LOCAL PERFORMANCE**

PA-Modified Pilot ETA 90910

<b>Local Area Name</b> Lehigh Valley Workforce Investment Area	<b>Total Participants Served</b>	<b>Adults</b>	117
		<b>Dislocated Workers</b>	278
		<b>Older Youth</b>	44
		<b>Younger Youth</b>	278
<b>ETA ASSIGNED #</b> LV 070	<b>Total Exitters</b>	<b>Adults</b>	54
		<b>Dislocated Workers</b>	169
		<b>Older Youth</b>	14
		<b>Younger Youth</b>	32
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	84.0	85.3
	<b>Dislocated Workers</b>	91.0	89.2
<b>Retention Rate</b>	<b>Adults</b>	82.0	87.2
	<b>Dislocated Workers</b>	94.0	92.8
<b>Six Month Average Earnings</b>	<b>Adults</b>	13,311	13,156
	<b>Dislocated Workers</b>	14,601	16,765
<b>Placement in Employment or Education</b>	<b>Youth (14-21)</b>	61.0	86.1
<b>Attainment of Degree or Certificate</b>	<b>Youth (14-21)</b>	53.0	94.4
<b>Literacy or Numeracy Gains</b>	<b>Youth (14-21)</b>	51.0	85.7
<b>Description of Other State Indicators of Performance (WIA "136 (d)(1) (Insert additional rows if there are more than two Other State Indicators of Performance.</b>			
<b>Overall Status of Local Performance</b>		<b>NOT MET</b>	<b>EXCEEDED</b>
<b>Comments:</b>			X

**WIA TITLE I ANNUAL REPORT FOR PROGRAM YEAR 2006  
TABLE O - LOCAL PERFORMANCE**

PA-Modified Pilot ETA 90910

<b>Local Area Name</b> Luzerne-Schuylkill Counties Workforce Investment Area	<b>Total Participants Served</b>	<b>Adults</b>	320
		<b>Dislocated Workers</b>	301
		<b>Older Youth</b>	107
		<b>Younger Youth</b>	320
<b>ETA ASSIGNED #</b> NE 075	<b>Total Exitors</b>	<b>Adults</b>	175
		<b>Dislocated Workers</b>	169
		<b>Older Youth</b>	76
		<b>Younger Youth</b>	200
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	78.0	74.2
	<b>Dislocated Workers</b>	89.5	83.2
<b>Retention Rate</b>	<b>Adults</b>	85.0	78.3
	<b>Dislocated Workers</b>	88.5	90.1
<b>Six Month Average Earnings</b>	<b>Adults</b>	10,000	11,623
	<b>Dislocated Workers</b>	14,432	15,183
<b>Placement in Employment or Education</b>	<b>Youth (14-21)</b>	45.0	62.6
<b>Attainment of Degree or Certificate</b>	<b>Youth (14-21)</b>	50.0	83.6
<b>Literacy or Numeracy Gains</b>	<b>Youth (14-21)</b>	50.0	56.8
<b>Description of Other State Indicators of Performance (WIA "136 (d)(1) (Insert additional rows if there are more than two Other State Indicators of Performance.</b>			
<b>Overall Status of Local Performance</b>		<b>NOT MET</b>	<b>EXCEEDED</b>
<b>Comments:</b>		MET	X

**WIA TITLE I ANNUAL REPORT FOR PROGRAM YEAR 2006  
TABLE O - LOCAL PERFORMANCE**

PA-Modified Pilot ETA 90910

<b>Local Area Name</b> Montgomery County Workforce Investment Area	<b>Total Participants Served</b>	<b>Adults</b>	59
		<b>Dislocated Workers</b>	121
		<b>Older Youth</b>	23
		<b>Younger Youth</b>	197
<b>ETA ASSIGNED #</b> SE 080	<b>Total Exiters</b>	<b>Adults</b>	22
		<b>Dislocated Workers</b>	54
		<b>Older Youth</b>	12
		<b>Younger Youth</b>	39
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	68.5	80.8
	<b>Dislocated Workers</b>	80.2	89.5
<b>Retention Rate</b>	<b>Adults</b>	81.5	81.8
	<b>Dislocated Workers</b>	90.0	89.3
<b>Six Month Average Earnings</b>	<b>Adults</b>	10,500	13,333
	<b>Dislocated Workers</b>	17,750	19,958
<b>Placement in Employment or Education</b>	<b>Youth (14-21)</b>	50.0	75.0
<b>Attainment of Degree or Certificate</b>	<b>Youth (14-21)</b>	35.0	79.7
<b>Literacy or Numeracy Gains</b>	<b>Youth (14-21)</b>	75.0	68.8
<b>Description of Other State Indicators of Performance (WIA "136 (d)(1) (Insert additional rows if there are more than two Other State Indicators of Performance.</b>			
<b>Overall Status of Local Performance</b>		<b>NOT MET</b>	<b>EXCEEDED</b>
<b>Comments:</b>		<b>MET</b>	<b>X</b>

**WIA TITLE I ANNUAL REPORT FOR PROGRAM YEAR 2006  
TABLE O - LOCAL PERFORMANCE**

PA-Modified Pilot ETA 90910

<b>Local Area Name</b> Philadelphia County Workforce Investment Area	<b>Total Participants Served</b>	<b>Adults</b>	883
		<b>Dislocated Workers</b>	437
		<b>Older Youth</b>	247
		<b>Younger Youth</b>	1,289
<b>ETA ASSIGNED #</b> SE 090	<b>Total Exitors</b>	<b>Adults</b>	788
		<b>Dislocated Workers</b>	408
		<b>Older Youth</b>	151
		<b>Younger Youth</b>	662
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	82.0	80.5
	<b>Dislocated Workers</b>	85.0	83.5
<b>Retention Rate</b>	<b>Adults</b>	77.0	81.9
	<b>Dislocated Workers</b>	85.0	84.8
<b>Six Month Average Earnings</b>	<b>Adults</b>	11,000	11,995
	<b>Dislocated Workers</b>	15,500	13,707
<b>Placement in Employment or Education</b>	<b>Youth (14-21)</b>	45.0	47.3
<b>Attainment of Degree or Certificate</b>	<b>Youth (14-21)</b>	45.0	73.5
<b>Literacy or Numeracy Gains</b>	<b>Youth (14-21)</b>	45.0	32.5
<b>Description of Other State Indicators of Performance (WIA "136 (d)(1) (Insert additional rows if there are more than two Other State Indicators of Performance.</b>			
<b>Overall Status of Local Performance</b>		<b>NOT MET</b>	<b>EXCEEDED</b>
<b>Comments:</b>		<b>MET</b> X	

**WIA TITLE I ANNUAL REPORT FOR PROGRAM YEAR 2006  
TABLE O - LOCAL PERFORMANCE**

PA-Modified Pilot ETA 90910

<b>Local Area Name</b> City of Pittsburgh Workforce Investment Area	<b>Total Participants Served</b>	<b>Adults</b>	496
		<b>Dislocated Workers</b>	210
		<b>Older Youth</b>	134
		<b>Younger Youth</b>	278
<b>ETA ASSIGNED #</b> SW 095	<b>Total Exiters</b>	<b>Adults</b>	262
		<b>Dislocated Workers</b>	94
		<b>Older Youth</b>	107
		<b>Younger Youth</b>	177
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	67.0	68.8
	<b>Dislocated Workers</b>	82.0	86.5
<b>Retention Rate</b>	<b>Adults</b>	68.0	72.7
	<b>Dislocated Workers</b>	85.0	88.1
<b>Six Month Average Earnings</b>	<b>Adults</b>	10,000	9,655
	<b>Dislocated Workers</b>	14,500	15,802
<b>Placement in Employment or Education</b>	<b>Youth (14-21)</b>	46.0	55.9
<b>Attainment of Degree or Certificate</b>	<b>Youth (14-21)</b>	37.0	63.9
<b>Literacy or Numeracy Gains</b>	<b>Youth (14-21)</b>	42.0	41.4
<b>Description of Other State Indicators of Performance (WIA "136 (d)(1) (Insert additional rows if there are more than two Other State Indicators of Performance.</b>			
<b>Overall Status of Local Performance</b>		<b>NOT MET</b>	<b>EXCEEDED</b>
<b>Comments:</b>		<b>MET</b>	<b>X</b>

**WIA TITLE I ANNUAL REPORT FOR PROGRAM YEAR 2006  
TABLE O - LOCAL PERFORMANCE**

PA-Modified Pilot ETA 90910

<b>Local Area Name</b> Southern Alleghenies Workforce Investment Area	<b>Total Participants Served</b>	<b>Adults</b>	285
		<b>Dislocated Workers</b>	332
		<b>Older Youth</b>	134
		<b>Younger Youth</b>	444
<b>ETA ASSIGNED #</b> SA 100	<b>Total Exitors</b>	<b>Adults</b>	166
		<b>Dislocated Workers</b>	187
		<b>Older Youth</b>	52
		<b>Younger Youth</b>	165
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	76.0	77.1
	<b>Dislocated Workers</b>	90.0	92.4
<b>Retention Rate</b>	<b>Adults</b>	80.0	87.8
	<b>Dislocated Workers</b>	90.0	93.4
<b>Six Month Average Earnings</b>	<b>Adults</b>	11,200	10,465
	<b>Dislocated Workers</b>	13,000	11,928
<b>Placement in Employment or Education</b>	<b>Youth (14-21)</b>	62.0	70.0
<b>Attainment of Degree or Certificate</b>	<b>Youth (14-21)</b>	61.0	76.0
<b>Literacy or Numeracy Gains</b>	<b>Youth (14-21)</b>	52.0	53.1
<b>Description of Other State Indicators of Performance (WIA "136 (d)(1) (Insert additional rows if there are more than two Other State Indicators of Performance.</b>			
		<b>NOT MET</b>	<b>EXCEEDED</b>
<b>Overall Status of Local Performance</b>		<b>MET</b>	<b>EXCEEDED</b>
<b>Comments:</b>		X	

**WIA TITLE I ANNUAL REPORT FOR PROGRAM YEAR 2006  
TABLE O - LOCAL PERFORMANCE**

PA-Modified Pilot ETA 90910

<b>Local Area Name</b> North Central Workforce Investment Area	<b>Total Participants Served</b>	<b>Adults</b>	173
		<b>Dislocated Workers</b>	133
		<b>Older Youth</b>	41
		<b>Younger Youth</b>	201
<b>ETA ASSIGNED #</b> NC 125	<b>Total Exitors</b>	<b>Adults</b>	124
		<b>Dislocated Workers</b>	79
		<b>Older Youth</b>	17
		<b>Younger Youth</b>	73
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	74.5	73.2
	<b>Dislocated Workers</b>	86.0	91.9
<b>Retention Rate</b>	<b>Adults</b>	82.0	91.2
	<b>Dislocated Workers</b>	88.0	86.8
<b>Six Month Average Earnings</b>	<b>Adults</b>	10,500	11,259
	<b>Dislocated Workers</b>	13,000	14,337
<b>Placement in Employment or Education</b>	<b>Youth (14-21)</b>	64.0	71.9
<b>Attainment of Degree or Certificate</b>	<b>Youth (14-21)</b>	75.0	97.5
<b>Literacy or Numeracy Gains</b>	<b>Youth (14-21)</b>	51.0	100.0
<b>Description of Other State Indicators of Performance (WIA "136 (d)(1) (Insert additional rows if there are more than two Other State Indicators of Performance.</b>			
<b>Overall Status of Local Performance</b>		<b>NOT MET</b>	<b>MET</b>
<b>Comments:</b>			<b>EXCEEDED</b> X

**WIA TITLE I ANNUAL REPORT FOR PROGRAM YEAR 2006  
TABLE O - LOCAL PERFORMANCE**

PA-Modified Pilot ETA 90910

<b>Local Area Name</b> Northern Tier Workforce Investment Area	<b>Total Participants Served</b>	<b>Adults</b>	140
		<b>Dislocated Workers</b>	225
		<b>Older Youth</b>	37
		<b>Younger Youth</b>	86
<b>ETA ASSIGNED #</b> NT 130	<b>Total Exiters</b>	<b>Adults</b>	74
		<b>Dislocated Workers</b>	96
		<b>Older Youth</b>	17
		<b>Younger Youth</b>	28
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	68.0	61.0
	<b>Dislocated Workers</b>	76.0	55.1
<b>Retention Rate</b>	<b>Adults</b>	81.0	71.1
	<b>Dislocated Workers</b>	85.0	95.9
<b>Six Month Average Earnings</b>	<b>Adults</b>	8,260	8,185
	<b>Dislocated Workers</b>	10,300	12,780
<b>Placement in Employment or Education</b>	<b>Youth (14-21)</b>	41.0	50.8
<b>Attainment of Degree or Certificate</b>	<b>Youth (14-21)</b>	50.0	83.3
<b>Literacy or Numeracy Gains</b>	<b>Youth (14-21)</b>	42.0	82.4
<b>Description of Other State Indicators of Performance (WIA "136 (d)(1) (Insert additional rows if there are more than two Other State Indicators of Performance.</b>			
<b>Overall Status of Local Performance</b>		<b>NOT MET</b>	<b>EXCEEDED</b>
<b>Comments:</b>		<b>MET</b>	<b>X</b>

**WIA TITLE I ANNUAL REPORT FOR PROGRAM YEAR 2006  
TABLE O - LOCAL PERFORMANCE**

PA-Modified Pilot ETA 90910

<b>Local Area Name</b> Pocono Counties Workforce Investment Area	<b>Total Participants Served</b>	<b>Adults</b>	250
		<b>Dislocated Workers</b>	285
		<b>Older Youth</b>	82
		<b>Younger Youth</b>	193
<b>ETA ASSIGNED #</b> NE 135	<b>Total Exiters</b>	<b>Adults</b>	181
		<b>Dislocated Workers</b>	191
		<b>Older Youth</b>	35
		<b>Younger Youth</b>	56
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	68.0	71.9
	<b>Dislocated Workers</b>	76.0	77.6
<b>Retention Rate</b>	<b>Adults</b>	80.0	73.0
	<b>Dislocated Workers</b>	80.0	85.0
<b>Six Month Average Earnings</b>	<b>Adults</b>	9,500	9,936
	<b>Dislocated Workers</b>	13,000	13,594
<b>Placement in Employment or Education</b>	<b>Youth (14-21)</b>	50.0	42.6
<b>Attainment of Degree or Certificate</b>	<b>Youth (14-21)</b>	35.0	73.4
<b>Literacy or Numeracy Gains</b>	<b>Youth (14-21)</b>	51.0	24.1
<b>Description of Other State Indicators of Performance (WIA "136 (d)(1) (Insert additional rows if there are more than two Other State Indicators of Performance.</b>			
<b>Overall Status of Local Performance</b>		<b>NOT MET</b>	<b>EXCEEDED</b>
<b>Comments:</b>		<b>MET</b> X	

**WIA TITLE I ANNUAL REPORT FOR PROGRAM YEAR 2006  
TABLE O - LOCAL PERFORMANCE**

PA-Modified Pilot ETA 90910

<b>Local Area Name</b> West Central Workforce Investment Area	<b>Total Participants Served</b>	<b>Adults</b>	320
		<b>Dislocated Workers</b>	286
		<b>Older Youth</b>	97
		<b>Younger Youth</b>	163
<b>ETA ASSIGNED #</b> NW 145	<b>Total Exitors</b>	<b>Adults</b>	78
		<b>Dislocated Workers</b>	124
		<b>Older Youth</b>	29
		<b>Younger Youth</b>	36
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	83.0	71.8
	<b>Dislocated Workers</b>	81.0	85.0
<b>Retention Rate</b>	<b>Adults</b>	82.0	82.8
	<b>Dislocated Workers</b>	87.0	90.2
<b>Six Month Average Earnings</b>	<b>Adults</b>	11,000	9,745
	<b>Dislocated Workers</b>	13,000	13,780
<b>Placement in Employment or Education</b>	<b>Youth (14-21)</b>	52.0	76.9
<b>Attainment of Degree or Certificate</b>	<b>Youth (14-21)</b>	52.0	94.4
<b>Literacy or Numeracy Gains</b>	<b>Youth (14-21)</b>	50.0	93.3
<b>Description of Other State Indicators of Performance (WIA "136 (d)(1) (Insert additional rows if there are more than two Other State Indicators of Performance.</b>			
<b>Overall Status of Local Performance</b>		<b>NOT MET</b>	<b>EXCEEDED</b>
<b>Comments:</b>		MET	X

**WIA TITLE I ANNUAL REPORT FOR PROGRAM YEAR 2006  
TABLE O - LOCAL PERFORMANCE**

PA-Modified Pilot ETA 90910

<b>Local Area Name</b> Northwest Workforce Investment Area	<b>Total Participants Served</b>	<b>Adults</b>	226
		<b>Dislocated Workers</b>	259
		<b>Older Youth</b>	98
		<b>Younger Youth</b>	165
<b>ETA ASSIGNED #</b> NW 170	<b>Total Exitors</b>	<b>Adults</b>	113
		<b>Dislocated Workers</b>	176
		<b>Older Youth</b>	46
		<b>Younger Youth</b>	70
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	75.0	71.0
	<b>Dislocated Workers</b>	85.0	78.5
<b>Retention Rate</b>	<b>Adults</b>	78.0	85.9
	<b>Dislocated Workers</b>	87.0	91.7
<b>Six Month Average Earnings</b>	<b>Adults</b>	10,500	10,799
	<b>Dislocated Workers</b>	13,500	16,170
<b>Placement in Employment or Education</b>	<b>Youth (14-21)</b>	53.0	59.6
<b>Attainment of Degree or Certificate</b>	<b>Youth (14-21)</b>	52.0	68.4
<b>Literacy or Numeracy Gains</b>	<b>Youth (14-21)</b>	50.0	51.9
<b>Description of Other State Indicators of Performance (WIA "136 (d)(1) (Insert additional rows if there are more than two Other State Indicators of Performance.</b>			
<b>Overall Status of Local Performance</b>		<b>NOT MET</b>	<b>EXCEEDED</b>
<b>Comments:</b>		MET	X

**WIA TITLE I ANNUAL REPORT FOR PROGRAM YEAR 2006  
TABLE O - LOCAL PERFORMANCE**

PA-Modified Pilot ETA 90910

Local Area Name Central Workforce Investment Area	Total Participants Served	Adults	833
		Dislocated Workers	1,235
		Older Youth	157
		Younger Youth	247
ETA ASSIGNED # CE 175	Total Exitters	Adults	282
		Dislocated Workers	286
		Older Youth	52
		Younger Youth	83
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	82.5	79.6
	Dislocated Workers	87.0	87.9
Retention Rate	Adults	81.5	89.1
	Dislocated Workers	89.5	92.5
Six Months Average Earnings	Adults	10,704	10,823
	Dislocated Workers	12,644	14,489
Placement in Employment or Education	Youth (14-21)	61.0	64.1
Attainment of Degree or Certificate	Youth (14-21)	53.0	80.0
Literacy or Numeracy Gains	Youth (14-21)	51.0	63.6
Description of Other State Indicators of Performance (WIA "136 (d)(1) (Insert additional rows if there are more than two Other State Indicators of Performance.			
Overall Status of Local Performance		NOT MET	
		MET	EXCEEDED X
Comments:			

**WIA TITLE I ANNUAL REPORT FOR PROGRAM YEAR 2006  
TABLE O - LOCAL PERFORMANCE**

PA-Modified Pilot ETA 90910

<b>Local Area Name</b> South Central Workforce Investment Area	<b>Total Participants Served</b>	<b>Adults</b>	249
		<b>Dislocated Workers</b>	473
		<b>Older Youth</b>	90
		<b>Younger Youth</b>	186
<b>ETA ASSIGNED #</b> SC 180	<b>Total Exitters</b>	<b>Adults</b>	104
		<b>Dislocated Workers</b>	150
		<b>Older Youth</b>	43
		<b>Younger Youth</b>	97
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	80.0	74.4
	<b>Dislocated Workers</b>	90.0	86.7
<b>Retention Rate</b>	<b>Adults</b>	87.0	81.7
	<b>Dislocated Workers</b>	89.0	90.5
<b>Six Month Average Earnings</b>	<b>Adults</b>	12,000	12,524
	<b>Dislocated Workers</b>	13,500	16,471
<b>Placement in Employment or Education</b>	<b>Youth (14-21)</b>	51.0	61.4
<b>Attainment of Degree or Certificate</b>	<b>Youth (14-21)</b>	54.0	77.1
<b>Literacy or Numeracy Gains</b>	<b>Youth (14-21)</b>	20.0	22.2
<b>Description of Other State Indicators of Performance (WIA "136 (d)(1) (Insert additional rows if there are more than two Other State Indicators of Performance.</b>			
<b>Overall Status of Local Performance</b>		<b>NOT MET</b>	<b>MET</b>
			<b>EXCEEDED</b>
<b>Comments:</b>		X	

## APPENDIX

GOVERNOR RENDELL'S  
JOB READY PA UPDATE

[OPTIONAL NARRATIVE]



# Job Ready PA Update

Pennsylvania's economic future depends upon the development of 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 with family-sustaining wages, Pennsylvania needs a workforce development system that is efficient and responsive to both employer and training needs.

In 1957, 73 percent of Pennsylvania's jobs were unskilled. Today, that number is 24 percent; consequently, citizens need more education to keep pace with the needs of the marketplace. *Job Ready PA* is much more than a series of independent initiatives. Rather, it is a fundamental restructuring of the Pennsylvania workforce development system that addresses four goals critical to competing in the global marketplace:

- ▶ Strengthen Pennsylvania industries and create industry-led training strategies
- ▶ Increase opportunities for Pennsylvania residents
- ▶ Prepare our youth for the careers of tomorrow
- ▶ Implement rigorous accountability standards

Governor Rendell's industry-driven workforce development strategy is having noticeable effects. We served 34,940 businesses last year – 13 percent market penetration, up from around 1 percent during 2003. The Pennsylvania CareerLink system increased by 375 businesses – from 15,748 in 2005 to 16,123 by Sept. 30, 2006.

## Strengthening Pennsylvania Industries and Creating Industry-Led Training Strategies

Past workforce programs focused primarily on quickly matching people with jobs, but didn't consider business and industry training needs. Pennsylvania's new workforce development system is focused on the future, creating a skilled workforce and insisting that all workforce training and education programs equip Pennsylvanians with the skills employers need to be successful.

- Industry Partnerships: More than 5,700 companies, in 90 active Industry Partnerships, representing 20 industries, are working to close skills gaps and address other workforce challenges to improve Pennsylvania's competitive position. The industries represented are:

- |                               |                               |
|-------------------------------|-------------------------------|
| 1. Advanced Manufacturing     | 11. Health Care/Life Sciences |
| 2. Agriculture                | 12. Logistics/Transportation  |
| 3. Building/Construction      | 13. Lumber/Wood/Paper         |
| 4. Business/Financial         | 14. Metals/Metal Fabrication  |
| 5. Chemicals/Rubber/Plastics  | 15. Nanotechnology            |
| 6. Education                  | 16. Robotics                  |
| 7. Electronics                | 17. Utilities                 |
| 8. Energy                     | 18. Mining                    |
| 9. Food Processing            | 19. Homeland Security         |
| 10. Information/Communication | 20. Hospitality               |

Employees who received training under this initiative during 2005 saw an average increase in their wages of 12.89 percent. In addition, 75 percent of businesses surveyed reported they have already seen significant productivity gains, while their employee retention rates have reached 83 percent.

- **Nursing Graduates:** Since Governor Rendell took office, the number of RN graduates has increased dramatically—from 2,939 graduates to an estimated 5,937 during 2006. Additionally, the number of LPN graduates has increased significantly—from 1,236 to an estimated 2,017 during 2006. The Pennsylvania Center for Health Careers has spearheaded several nationally-recognized initiatives to prompt these increases, including Health Careers Week; a grant and loan program in partnership with the Pennsylvania Higher Education Assistance Agency (PHEAA) for nursing students and nurse faculty; and the Nurse Education Initiative, which has two components:
  - Loaned Faculty program – allows private sector masters level nurses to teach at higher education institutions without massive reductions in salary.
  - Clinical Education program – expands the use of clinical oversight faculty at higher education institutions and in health care settings, where clinical rotations occur.

### **Increasing Opportunities for Pennsylvania Residents**

At no time in our nation's history has education been more important to a person's success than now; however, too many Pennsylvanians lack the opportunity to obtain additional training beyond high school. Building on the knowledge gained from Industry Partnerships, Pennsylvania's new workforce development system aligns existing resources with High-Priority Occupations – career categories that are in demand by employers, have higher skill needs, and pay a salary on which you can raise a family. These efforts are targeted toward not only those seeking employment, but also toward workers already employed and looking to upgrade their skills.

- **Industry Partnership Worker Training:** Across the commonwealth, 24,055 employees from more than 5,700 companies have completed, or are currently engaged in, Industry Partnership Worker Training that is tied specifically to the needs of the Partnerships. Aggregated to address the common training needs of companies, this training allows small businesses, who may only need one or two people trained, the opportunity to participate in an effort they might not otherwise be able to afford on their own.
- **Workforce Advancement Grant for Education (WAGE):** A total of 2,698 adult students at 186 colleges and universities are receiving WAGE. This grant is targeted to working adults who might not otherwise be eligible for financial aid. The grants are available to independent students who seek education in programs linked to High-Priority Occupations. This is the only financial aid available to students who attend classes less than half-time or are in a program that is less than two years in duration. WAGE is expected to reach 8,000 adult students in 2007.
- **Career Gateway:** All too frequently, individuals who earn a GED find that it does not increase their earnings potential and that additional occupational training or education is needed to help them embark on a career path. The Career Gateway project has worked with 137 adults – who are working toward, or who have received, a GED – to link them to training and education, high-quality career counseling and job placement services. This pilot project has enabled more than half of the participants to receive additional training and will produce a replicable model to bring the strategy to scale throughout the entire literacy training community.
- **Community Colleges and Economic Development Stipend** – Since 2003, Pennsylvania's total funding for community colleges has risen by \$54 million (including this year's proposed increase), allowing more Pennsylvanians to access high-quality, affordable training and education. *Job Ready PA* stabilized financing for Community Colleges and increased resources for capital improvements that will allow the colleges to attract more students, particularly into more technical programs. In addition, *Job Ready PA* created the Economic Development stipend for community colleges, which provides additional funding to help the schools defray costs for students enrolled in higher-cost programming linked to High-Priority Occupations. More than 38,000 students are enrolled in 734 community college programs focused on High-Priority Occupations in targeted industry clusters.

## Preparing Our Youth for the Careers of Tomorrow

Today's youth must have the skills they need to succeed in tomorrow's workforce. Governor Rendell's workforce development initiatives deliver, by helping school districts improve academic outcomes and career preparedness for students through higher academic standards and curricula that are aligned with business needs.

- **Project 720:** Named for the number of days in high school from the beginning of the 9<sup>th</sup> grade through graduation, Project 720 is the commonwealth's high school reform effort that strengthens academic outcomes and provides students with critical career information and workplace internships. There are 115,159 students in 99 school districts participating in Project 720.
- **Dual Enrollment:** This year, 306 school districts are partnering with 112 postsecondary schools to provide more than 30,000 college credit opportunities for high school students, building on last year's success that saw 6,841 students from 218 districts participating in 9,249 postsecondary courses.
- **Tutoring:** Expanded tutoring will reach 92,110 students in 169 districts and Career & Technical Centers (CTC) this year and expand to 102,110 students in 175 districts and CTCs in 2007.
- **Equipment Grants:** A total of 106 equipment grants were awarded to Career & Technical Centers to help schools become more relevant to local industry, and to help the more than 74,712 students enrolled in these schools compete for higher-wage, higher-skill jobs. Fifty additional equipment grants were awarded from Labor & Industry, focused primarily on Pennsylvania's educationally underserved areas.
- **Credit Transfer:** A committee of high-level leaders, from community colleges and the Pennsylvania State System of Higher Education, is working to create a consistent statewide system of credit transfer.

## Implementing Rigorous Accountability Standards

Pennsylvania's Workforce Development System must guarantee efficient and effective use of taxpayer dollars, and create the best possible outcomes for businesses and residents. That is why we have built accountability and measurement into each program, and have taken steps to ensure that the leadership and capacity to deliver quality services exist at the local and regional levels.

- **High-Performance Workforce Investment Boards:** Reviews of all local workforce investment boards (WIBs) are underway as part of *Job Ready PA's* effort to make every board a high-performance WIB. Each local board will be required to take concrete steps toward meeting standards, including creating and supporting Industry Partnerships in competitive sectors. More than \$2 million in incentive grants will encourage performance. Four local boards have reorganized and refocused as a result of this process.
- **Performance Management Plan and Annual Report:** In 2003, the Pennsylvania workforce development system instituted the first-ever interdepartmental Performance Management Plan. The plan measures outcomes for workforce programs, using the same metrics, regardless of the agency in which they reside. The Performance Management Plan and annual report is used as a national model by the U.S. Department of Labor and other states.

## Awards and Recognition

- Pennsylvania was the first in the nation to implement a common performance management system to measure successes and weaknesses of the entire workforce development system, and has been asked by the U.S. Department of Labor to provide technical assistance to other states in developing similar systems.
- For two consecutive years, Pennsylvania has won incentive awards for meeting and exceeding outcome goals in Workforce Investment Act, Carl Perkins and Adult Basic and Literacy Education. These funds have been used for the Career Gateway and Pennsylvania Youth in Transition pilot project.
- Pennsylvania has been awarded several highly competitive federal workforce grants in the last few years. Three of these awards are particularly noteworthy. A \$3.5 million federal grant (2004) is helping the commonwealth enhance the global competitiveness of its plastics industry. In 2005, Pennsylvania was the recipient of two prestigious WIRED (Workforce Innovation in Regional Economic Development) awards from the U.S. Department of Labor. A \$15 million, three-year WIRED award is helping develop and implement comprehensive economic transformation strategies in Northeast Pennsylvania in the Business & Financial Sector, and a \$6.6 million WIRED grant is working to expand the economic capacity of the Life Sciences sector in Delaware Valley.
- Pennsylvania received the Best Workforce Publication award for its *Targeted Industry Clusters* report
- "Social Policy Research Associates," a nationally recognized research firm based in Oakland, California, selected and showcased Pennsylvania as a best practice in innovation and integration of workforce development in its recently released report, "Strategies for Integrating the Workforce System," (January, 2007).
- The National Governors Association and the National Network of Sector Practitioners cited Pennsylvania as a national leader in sector-based, industry-linked workforce development. This achievement was also highlighted in the January 2007 edition of the *Pennsylvania Business Roundtable Review*.