

Maximizing WIOA and non-WIOA Performance Data Cohort

The U.S. Department of Labor's Employment and Training Administration (ETA) and the U.S. Department of Education's Office of Career, Technical, and Adult Education (OCTAE) and Rehabilitation Services Administration (RSA) collaborated to bring together a **State Cohort on Maximizing Workforce Innovation and Opportunity Act (WIOA) and non-WIOA Performance Data**. This cohort provided participating state agencies with focused time and space to share, identify, and explore strategies for using WIOA and non-WIOA performance data to demonstrate programmatic achievements, challenges, and stakeholder return-on-investment. Cohort participants were given an opportunity to develop actionable solutions to issues affecting the alignment of program definitions, the development and utilization of state-specific performance indicators, state and local level understanding of the value of WIOA performance data, and system-wide efforts to measure state/local performance in real time.

Throughout the cohort, the participants worked toward accomplishing the following goals:

1. Strengthening state interagency partnerships and infrastructure
2. Identifying and exploring approaches to using WIOA and non-WIOA performance data to tell their state's story
3. Developing a national resource that will assist states in using their performance data to demonstrate programmatic outcomes (capstone project)
4. **Advancing a state-specific action plan**

This document contains each of the action plans developed by the cohort's participating state teams. Each team was provided with an action plan template to assist in the development of their strategies for maximizing performance data. They were instructed to use the template only as a general guideline and to create an overall plan that suited the needs, goals, and structure of their specific state. These plans are not endorsed by the U.S. Department of Labor or the U.S. Department of Education.

Maximizing WIOA and non-WIOA Performance Data Cohort (Arkansas)

Vision for Maximizing the Use of Performance Data	We will... be a model state regarding the use of workforce data to inform decision-making.			
WHAT DO WE WANT TO DO? <i>Strategies, approaches, models</i>	HOW WILL WE GET THERE? <i>Specific action steps</i>	HOW LONG WILL IT TAKE? <i>Assign a time</i>	WHO IS RESPONSIBLE? <i>Person or organization accountable</i>	HOW WILL WE KNOW WE ARE SUCCESSFUL? <i>Measure?</i>
<p>Think SMART: Specific (simple, sensible, significant). Measurable (meaningful, outcome-based). Achievable (agreed, attainable, assignable). Relevant (reasonable, realistic and resourced, results-based). Time-bound (time-based, time-limited, time/cost-limited)</p>				
Strategy – Leadership for promoting improvements in data analytics will include those with the authority and resources to ensure collaboration and success	<p>The WIOA Roundtable should be leveraged to promote establishment and the continued improvement of data sharing and data analytics for workforce.</p> <p>Complete reviews and checks to ensure agreements are in place and partners are leveraging shared data.</p> <p>Identify and troubleshoot challenges.</p>	2019-ongoing	Workforce Development Partners - WIOA Roundtable Executive Committee	Data sharing agreements are complete and adequate to meet the needs of stakeholders
Approach – Promote the vision	<p>Develop messaging to promote broad sharing of data.</p> <p>Build on the administration’s longitudinal database project.</p> <p>Identify existing resources in the state to facilitate data collection and analysis.</p>	2019-ongoing	Workforce Development Partners - WIOA Roundtable Executive Committee	Established workforce SLDS

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Strategy – Develop a data analytics team consisting of state resources and third-party contractors needed to meet the data analytics needs of stakeholders	<p>Identify stakeholders.</p> <p>Determine the needs of stakeholders.</p> <p>Identify where current resources are lacking to meet the need.</p> <p>Acquire external resources, if needed.</p>	2019-ongoing	Workforce Development Partners - WIOA Roundtable Executive Committee	Development of timely workforce data analytics and dashboards that are useful to decision makers
Approach – Continuous Improvement of data analytics	<p>Stakeholders and subject matter experts should adopt continuous improvement techniques, with teams dedicated to the review and improvement of data analytics.</p> <p>Complete and revisit needs analysis.</p> <p>Identify appropriate data for state partners and external stakeholders.</p>	2019-ongoing	Workforce Development Partners - WIOA Roundtable Executive Committee	Expansion and development of reports in response to changing needs of stakeholders

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Strategy – Workforce Development leaders should implement management systems that are focused on coordination, which will necessitate the standardization of data elements across partner programs	Established teams are currently working towards common registration and a CRM product for business service teams.	September 30, 2019	Workforce Development Partners-WIOA Roundtable Executive Committee	Implementation of common registration for case management and implementation of Salesforce for business service teams.
Approach – Rapid Storm Implementation	Rapid Storm, an AJL product, is being implemented in Arkansas, which will allow automated processes for referrals and referral reporting for case managers and leadership.	September 30, 2019	Workforce Development Partners-WIOA Roundtable Executive Committee	Implementation of Rapid Storm and field staff training completed.
Approach – Salesforce Implementation	The CRM Salesforce is in User Acceptance Testing, which will allow business service teams to communicate regarding plans to address business needs. The system will be made available to any interested member of the business service team and is being designed to coordinate with non-core partner agencies that are currently using the product.	September 30, 2019	Workforce Development Partners-WIOA Roundtable Executive Committee	Implementation of Salesforce and field staff training completed.

Maximizing WIOA and non-WIOA Performance Data Cohort (Indiana)

Vision for Maximizing the Use of Performance Data	Indiana will continue to build and develop its business intelligence system with a focus on utilizing workforce data in new ways as well as expediting the reporting and analysis process.			
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Optimized Data Analysis Systems	<ol style="list-style-type: none"> 1. Build reporting tables and views from multiple transactional source systems. 2. Use ETL processes to update and overwrite data daily. 3. Include wages and other external occupational data. 	6 months – 1 year	DWD-BI, DWD-IT	Denormalized data sets streamline reporting processes. Enable processes below through more agile structure of data. Data extraction originates with visualization and BI tools rather than querying multiple data sources.
Visualization Optimization and Automation	<ol style="list-style-type: none"> 1. Manually build ETL processes that pivot and transform data to meet needs of visualization. 	2 – 4 weeks per VIZ	BI-ETL/SQL Developer	Visualizations update automatically and no longer require staff attention.
Longitudinal Data Analysis (interagency data sharing)	<ol style="list-style-type: none"> 1. Develop data sharing agreements with necessary data partners. 2. Collectively build a longitudinal data reporting system. 	1 – 2 years (or more)	DWD-BI, DWD-Legal, MPH, DOE, FSSA, CHE	Instant access to client-level data across the education/workforce/social services spectrums. Able to analyze whether secondary and post-secondary training programs are developing intended industry pipelines. Data can inform education and workforce policy.

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<p>Real(er) Time Data</p>	<ol style="list-style-type: none"> 1. Identify data points for real-time data analysis. 2. Analyze availability of existing sources of client and wage data. 3. Consider new data sources (New Hire, WICHE, etc.) and optimize existing data sources and data collection policies. 	<p>6 months – 1 year</p>	<p>DWD-BI, DWD-IT, Fed Performance Reporting, DWD Legal, interstate data sharing orgs</p>	<p>Dashboards show client data exponentially faster than federal performance reports. Wage and employment data available in 21 days rather than 6 months. Real(er) time data informs case manager behavior through encouraging and incentivizing supplemental wage reporting.</p>
<p>Single case management system for all workforce programs</p>	<ol style="list-style-type: none"> 1. Consolidate DWD 5+ transactional systems into single transactional and reporting database. 2. Seamless and regular imports of secondary and post-secondary CTE data, wage data, other partner data, etc. 3. Fully automated, but with flexibility to track new programs and incorporate new data collection. 	<p>4 years – hell freezeeth over</p>	<p>Agency-wide effort with several partner agencies</p>	<p>Case management system focused on clients' needs rather than data collection needs to meet federal reporting requirements. Better understanding of customer journeys and identification of common warning signs of unsuccessful outcomes. Data visualizations are fully functional reports within the case management system. Decision makers have easily-accessible information tools that inform policy and administrative procedures.</p>

Maximizing WIOA and non-WIOA Performance Data Cohort (Kentucky)

Vision for Maximizing the Use of Performance Data	In light of the four core WIOA titles now being housed within one cabinet (Education and Workforce Development), Kentucky will seek to take advantage of this unique synergy potential by developing 1) team building through regular exchange of departmental knowledge, 2) reports/data visualization based on combined data, and 3) regular examination of combined data to determine trends and adjust policy.			
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<p>Team building: Build the concept that the four Core partners are in the same “family” and share the same broad goals.</p>	<ul style="list-style-type: none"> • Establish representatives from four Core titles (and other required partners, if possible) who could work together on this project. • Establish a regular meeting schedule. • At the first meeting, the representatives would outline short- and long-term goals and activities for the group. • As identified in an in-person meeting among all the state-level Core titles on May 16, 2019, there exists a need for better cross-education among titles as to services and capabilities. This should be the first action item for this group. 	<p>First meeting will take place by October 1, 2019.</p>	<p>KY Data Cohort team to jointly lead effort.</p>	<p>The group will have met and established future priorities.</p>

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Data synthesis: Create more reports and dashboards using partners' combined data.	<ul style="list-style-type: none"> • Determine state of individual Core partners' data systems and make improvements as necessary (and if fiscally possible). • Follow up on expansion of newly-created data dashboards. • Continue to expand access to reports based on real-time and longitudinal data including all the Core partners. 	The team of representatives will need to establish this timeline, but ideally this process would begin no later than January 1, 2020.	KY Data Cohort team to jointly lead effort.	Reports and dashboards will have been updated to include all Core partners' data (real-time and longitudinal).
Regular examination of data by Core stakeholders (and other required partners as available).	<ul style="list-style-type: none"> • Ensure regular distribution of reports and/or attention to dashboards. • The partner stakeholders will gather on a regular basis to review the data for potential trends and decision-making. 	The team of representatives will need to establish this timeline, but ideally this process would begin no later than July 1, 2020.	KY Data Cohort team to jointly lead effort.	The team meets on a regular basis and includes data analysis as part of its regular agenda.

Maximizing WIOA and non-WIOA Performance Data Cohort (Massachusetts)

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<p>1. Participate in the Workforce Systems Integration/Data Integration and Analytics Workgroup to define a 4-year plan to build a business intelligence capacity for the State workforce system extending to predictive/prescriptive analytics and leading to programmatic improvements based on data-informed insights</p>	<ul style="list-style-type: none"> • Baseline assessment of analytical capacities and capabilities of partner agencies and state • Convene workgroup to produce insights and action plans for each discrete data-related goal • First and most vital goal being the identification of shared customers and tracking of customer outcomes across programs 	<p>First draft of recommendations for State Plan due August 2019</p> <p>Final draft of State Plan due February 2020</p>	<p>Marilyn Boyle, Mgr., Systems and Reporting, MassHire Dept. of Career Services</p> <p>Jeffrey Turgeon, Ex. Director, MassHire Central Region Workforce Board</p> <p>Michael Fubini, Sr. Research Analyst, MA Dept. of Transitional Assistance</p> <p>Data integration & Analytics Working Group members</p>	<p>Recommendations for each key goal are collaboratively drafted and finalized by the working group</p> <p>Recommendations are incorporated into the updated State Plan</p> <p>Partners begin implementing the plan</p>

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<p>2. Customize and utilize the Cohort capstone product to help individual agencies assess their current reporting and analytic capacities and assess the overall capacities of the Commonwealth</p>	<ul style="list-style-type: none"> • Adapt the final Cohort Capstone product for a MA-specific agency-level assessment • Solicit scores and responses from each partner agency • Convene to discuss agency-level assessments and collaborate on state-level assessment 	<p>Between June and July of 2019</p>	<p>Each individual partner agency in collaboration with their data users/experts</p> <p>Working group leadership to convene and oversee</p>	<p>Final capstone product completed and adapted for working group purposes</p> <p>All agencies and state as a whole scored and assessed</p> <p>WIOA state plan reflects baseline capabilities (in terms of data analytics) for each agency and state</p>
<p>3. Ensure tracking of information on shared customers of the partner agencies, including use of the MassHire Workforce Connect tool to provide customers access to consolidated information from partner agencies and to facilitate partner staff co-management of cases</p>	<ul style="list-style-type: none"> • Identify available outcome data for shared customers • Determine what data is shareable (legal considerations) and how to share it (technical considerations) • Distribute outcomes data on shared customers to executive and policy staff at different agencies (through dashboards or other methods) 	<p>Phase I release of MassHire Workforce Connect: Sept. 2019</p> <p>(1) customer dashboard (2) employee dashboard</p> <p>Partners and additional information incorporated in phases</p>	<p>Partner Agencies</p> <p>Workforce Connect working group led by Marilyn Boyle</p>	<p>MassHire Workforce Connect in production</p> <p>Other supplementary data sharing and outcome tracking mechanisms identified</p>

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<p>4. Identify and share analytic resources (analyst time and ideas, generic project structures, analytic reports, and project code) among agencies and Secretariats around specific performance and programmatic outcomes</p>	<ul style="list-style-type: none"> • Take stock of agency and state-wide analytic capabilities (leveraging capstone product) • Identify opportunities for sharing analytic capacity, (personnel time, project ideas, datasets, model designs/code, etc.) • Where possible, build analytic networks across agencies 	<p>Ongoing</p>	<p>Workforce Connect working group</p> <p>Each individual agency's lead data and analytics office or unit</p>	<p>Improvements to each agency's capstone product assessment score</p> <p>Established pipeline or process for collaboration between analysts</p>
<p>5. Develop data use licensing agreements (DULAs) for interagency data sharing that will support a business intelligence capacity extending to predictive/prescriptive analytics to drive efficiencies in programs and policies in support of State workforce goals</p>	<ul style="list-style-type: none"> • Continue ad hoc data sharing through ISAs and other specific avenues • Build on process used to develop the Learn to Earn (LTE) project DULA as a guide (fully executed in May 2019) • Explore other state-level data sharing initiatives (Integrated eligibility project, Master Data Management, etc.) 	<p>Ongoing</p>	<p>Partner Agencies</p>	<p>DULAs developed and in use</p> <p>Ad hoc data sharing process streamlined</p> <p>Additional ISAs in effect</p>

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Present all WIOA Titles Performance in the WIOA Annual Report Narrative.	Add sections for Titles II and IV in the upcoming PY18 Narrative Report. Consider adding information about co-enrollment by program and any policies or strategies that are developed.	12/2019		
Create a space for performance data information sharing.	Build a SharePoint site that includes a calendar of deadlines, important federal and state guidance, and federal performance submissions. Invite members from all Titles.	12/2019		
Present WIOA performance data in a more integrated way to the public/stakeholders.	Create a public facing website – building off the existing WIOA State Dashboard pages.	1/2020		

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<p>Create opportunities for local areas and locations to view and utilize their specific performance data.</p>	<p>Review current practices for potential use in other Titles, including ABE report card data and program improvement process and DW SLIGS performance-based contracting.</p> <p>Consider what would be needed to take WIOA Dashboard to LWDA or location detail.</p> <p>Design and conduct local training around data and performance.</p>	<p>TBD 2020</p>		

Maximizing WIOA and non-WIOA Performance Data Cohort (Virginia)

Vision for Maximizing the Use of Performance Data	We will develop an integrated referral system, which will advance career pathways in Virginia through supporting job seekers with a single workforce onboarding system, increased visibility to available public benefits, and supporting state practitioners with access to analytics and data visualizations.			
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Integrate the referral process among the four WIOA Titles	<p>Three contractors have been selected to:</p> <ul style="list-style-type: none"> • Develop systems assessments and use case development • Establish a Virginia Workforce Data Trust for Data Governance • Create a linked, anonymized data set for use in analytics and dashboarding • Create a new user experience web application, optimized for mobile use • Develop a Referral Engine • Determine user preferences and barriers from the user-experience data • Design and develop the Analytical Visualizations based on the use cases 	<p>Pilot from July–December, 2019 in three Workforce Areas. Anticipated to be rolled out to the remaining 12 Workforce Areas starting in January 2020.</p>	<p>Adult, Dislocated Worker, Youth (VCCS); Adult Education and Literacy (VDOE), Employment (VEC), Vocational Rehabilitation (DARS/DBVI); and TANF and SNAPET (DSS) Services</p>	<ul style="list-style-type: none"> • Job seekers will connect to workforce services more easily and quickly. • Agencies will receive more referrals in a timely manner to initiate intake appointments. • More clients will be able to complete stackable education, credentials and training on their career pathways.