Effectiveness in Serving Employers:
A Crosswalk for WIOA Title IV Employer Services

Effectiveness in Serving Employers Background

Section 116(b)(2)(A)(i)(VI) of WIOA requires the U.S. Departments of Education and Labor to establish a primary indicator of performance for Effectiveness in Serving Employers. The Departments determined that this indicator will be measured as a shared outcome across all six core programs within each State to ensure a holistic approach to serving employers. In Program Year (PY) 2016, the Departments implemented this indicator in the form of a pilot program to test the rigor and feasibility of three approaches and to solicit State input on suggested employer measures the State voluntarily develops and reports. Core programs collectively report this indicator in the WIOA Annual Report (ETA-9169); therefore, the reporting period for the Effectiveness in Serving Employers indicator is the Program Year.

During the pilot, the Departments proposed three approaches for measuring Effectiveness in Serving Employers. The core programs must select two of these three approaches to report on this indicator. They may also establish and report on a third State-specific approach, in addition to the two approaches selected:

1. **Retention with the Same Employer:** This approach captures the percentage of participants who exit and are employed with the same employer in the second and fourth quarters after exit.
2. **Repeat Business Customers:** This approach tracks the percentage of employers who receive services that use core program services more than once.
3. **Employer Penetration Rate:** This approach tracks the percentage of employers who are using the core program services out of all employers represented in an area or State served by the public workforce system (i.e., employers served).

For more information about these three approaches, including details on how to calculate them, please see pages 22-25 of RSA-TAC-17-01. After the pilot ends, the Departments will evaluate State experiences with these approaches and propose a standardized measure(s).

VR Program Considerations

In order for VR agencies to share accurate information, which is ultimately reported to the Departments on the WIOA Annual Report, with their State partners, it is important that VR agencies are tracking the number of unduplicated establishments (i.e., businesses and employers) to whom they provide employer services, as authorized under Title I of the Rehabilitation Act of 1973, as amended by Title IV of WIOA.

Many VR agencies have longstanding and successful histories in serving both individuals with disabilities and employers; therefore, it is important that VR agencies are recognized for their many contributions toward this performance indicator in the State. For the first time in Program Year 2017, VR agencies reported information related to the number of unduplicated establishments they served using the following service categories on the WIOA Annual Report:

1. Employer Information and Support Services
2. Workforce Recruitment Assistance
3. Engaged in Strategic Planning/Economic Development
4. Accessing Untapped Labor Pools
5. Training Services
    a. Incumbent Worker Training Services*
6. Rapid Response/Business Downsizing Assistance*
    a. Planning Layoff Response*

These categories are used to calculate two of the three approaches to measuring Effectiveness in Serving Employers: Repeat Business Customers and Employer Penetration Rate (see Attachment 4: Table A in RSA-TAC-17-01).

* Please note that Incumbent Worker Training Services (5a.) and Rapid Response/Business Downsizing Assistance (6) including Planning Layoff Response (6a.) are specific services provided to establishments by core programs authorized by Title I of WIOA. As a result, the WINTAC does not recommend that VR agencies report information under these categories.

Crosswalk to Employer Services under the VR Program

After the first year of reporting, some VR agencies shared that they had difficulty aligning employer services, under the VR program, with the service categories on the WIOA Annual Report. A few VR agencies created crosswalks to assist with this alignment while other VR agencies worked with the Council of State Administrators of Vocational Rehabilitation (CSAVR) National Employment Team (NET) to share their approach to collecting and reporting this information.

The WINTAC reviewed a handful of existing crosswalks and other resources to develop the examples included in this crosswalk. These examples, while only a sample, are illustrative of the many ways employer services, under the VR program, may count in service categories on the WIOA Annual Report. The WINTAC encourages VR agencies to develop policies and procedures with their State partners that specifically delineate how they will uniformly collect and report this information on the WIOA Annual Report. Because some employer services, under the VR program, may fit in more than one category, State policies and procedures should reflect how this will be addressed. It is important that all core programs are familiar

with how the provision of employer services, including terminology, may differ across programs and understand how the core programs consolidate this information in the WIOA Annual Report.

The U.S. Department of Education's Rehabilitation Services Administration and Office of Career, Technical, and Adult Education and the U.S. Department of Labor's Employment and Training Administration have reviewed this crosswalk and agree that it may be a useful technical assistance resource as VR agencies collaborate with their State partners, across all titles of WIOA, to ensure each core program's employer services are collected and reported to the Departments as this indicator is piloted.

REMINDER

The Effectiveness in Serving Employers indicator measures the <u>State's</u> performance. Unlike other primary indicators of performance, it does <u>not</u> measure core programs' performance separately from one another in the State. This indicator does <u>not</u> measure any core program nationally. In other words, it does <u>not</u> measure the effectiveness of all 79 State VR agencies collectively in serving employers.

For good reason, many State VR agencies participate in national groups that cut across State lines. For example, State VR agencies are active in organizations like CSAVR's NET, Society of Human Resource Managers, and the National Industry Liaison Group.

These national groups assist State VR agencies in connecting with businesses and employers at the State and local levels. They help State VR agencies build the partnerships necessary to serve the VR program's dual customer: individuals with disabilities and the businesses that employ them. When those connections and partnerships result in the State VR agency providing an employer service, under the VR program, that aligns with the service categories on the WIOA Annual Report, the State VR agency should report that business or employer as one of the establishments it served.

WIOA Annual Report Service Category	Examples of Employer Services under VR Program
1. Employer Information and Support Services Enter the total number of establishments that, during the reporting period, received staff-assisted services designed to educate them about and engage them in the local job market/economy and the range of services available through the local One-Stop delivery system. Establishment information services may be provided in a variety of service interventions including orientation sessions, workshops or other business consultations (e.g., initial site visits). Information and support services delivered to establishments through mass mailings or communications, cold calling or other follow-up contacts, and regular establishment newsletters, brochures or publications are not reportable services under this category. These services include, but are not limited to, providing information on the following: - State and Federal tax credits or workforce investment incentives (State and Federal Tax credits or workforce investment incentives); - Customized workforce information on State, regional and local labor market conditions, industries, occupations, and the characteristics of the workforce, skills businesses need, local employment dynamics information such as workforce availability, worker supply and demand, business turnover rates, job creation, and job identification of high growth and high demand industries; and - Proactive linkage and referral of establishments to community resources that support their workforce needs.	- Arranging for and supporting business as an Apprenticeship sponsor - Consulting with business on the Americans with Disability Act and accessibility - Training business on any of the following topics: Cultural Awareness/Sensitivity about specific disabilities, Tax Credits, Sign Language, On-the-Job Training Programs, Customized Training, etc. - Consulting with a business regarding the provision of accommodations or ergonomics - Assisting a business with a Job Analysis or Task Analysis - Training or consulting with a business on Affirmative Action or equal employment opportunity requirements - Consulting or training business on Tax Credits or Sec. 503 rules - Training and consulting with a Business regarding Safety and Prevention

WIOA Annual Report Service Category	Examples of Employer Services under VR Program
2. Workforce Recruitment Assistance • Enter the total number of establishments that, during the reporting period, received workforce recruitment assistance from staff or remotely through electronic technologies. Activities to meet their human capital and skilled workforce needs include, but are not limited to, the following: • Supporting employer's search for qualified candidates; • Securing information on job requirements and providing employers with One-Stop staff support for candidate screening and pre-employment interviews at the One-Stop Career Center (or affiliate site) or on site at the place of business; • Taking job order information and promoting the employment opportunities (e.g., advertising the opening to the workforce); • Conducting special recruitment efforts including out-of-the-area or out-of-state recruitment for candidates with special skills; • Organizing, conducting and/or participating in job fairs; • Providing employers with meeting/work space at the One-Stop Career Center (or an affiliate site) for screening or interviewing; • Conducting pre-employment testing, background checks and assistance in completion of the I-9 paperwork; and • Providing employers with job and task analysis and absenteeism analysis services.	• Assisting a business with prescreening qualified candidates with disabilities for specific jobs • Hosting or participating in job fairs and hiring events in collaboration with One-Stop partners • Consulting with a business related to recruitment of individuals with disabilities, which may include electronic job boards specifically targeted to individuals with disabilities, such as the Talent Acquisition Portal.

WIOA Annual Report Service Category	Examples of Employer Services under VR Program
3. Engaged in Strategic Planning/Economic Development Enter the total number of establishments that, during the reporting period, were engaged in either workforce investment strategic planning or business growth and economic development strategic planning. These activities could include, but are not limited to, participating in community-based forums, securing information on industry trends, providing information for the purpose of corporate economic development planning, and partnering in collaborative efforts to identify workforce challenges and developing strategies to address those challenges.	Meeting with a business to discuss how VR agencies may assist in finding candidates to meet their business needs. Examples may include VR staff attending Business Leadership Network (BLN), now known as Disability:IN meetings, as well as local and statewide chambers of commerce meetings.
4. Accessing Untapped Labor Pools Enter the total number of establishments that, during the reporting period, established pipeline activities in partnership with the public workforce system. Activities include, but are not limited to, outreach to youth, veterans, individuals with disabilities, older workers, ex-offenders and other targeted demographic groups; industry awareness campaigns; joint partnerships with high schools, community colleges or other education programs to improve skill levels; and programs to address limited English proficiency and vocational training.	• Conducting outreach events and trainings for employers that include any of the populations listed with disabilities • Meeting with BLNs (Disability:IN) to promote employment of individuals with disabilities
5. Training Services Enter the total number of establishments that, during the reporting period, received publicly funded training assistance, including customized training, OJT and incumbent worker training.	• VR agencies should report the number of establishments wherein eligible individuals with disabilities receive these same services under Individualized Plans for Employment: • VR agencies may provide other training services to eligible individuals with disabilities at specific establishments; these establishments should also be reported.

WIOA Annual Report Service Category	Examples of Employer Services under VR Program
5a. Incumbent Worker Training Services Enter the total number of establishments that, during the reporting period, received publicly funded incumbent worker training assistance.	
6. Rapid Response/Business Downsizing Assistance Enter the total number of establishments that, during the reporting period, received an initial on-site visit or contact to either (a) discuss the range of rapid response services and other assistance available to workers and employers affected by layoff, plant closures or natural disasters, or (b), as required by WIOA section 3(51) (A), plan a layoff response following notification of a current or projected permanent closure or mass layoff, including natural or other disasters.	The Title I Core Programs are responsible for and should be the only program providing and reporting these services on the WIOA Annual Report. However, State VR agencies may provide consultation, as requested, to their Title I Core Program partners.
6a. Planning Layoff Response Of the total number of establishments reported above, enter the total number of establishments that received an initial on-site visit or contact, as required by WIOA section 3(51)(A), to plan a layoff response following notification of a current or projected permanent closure or mass layoff, including natural or other disasters.	

REMINDER

There is a difference between "VR services" and "employer services."

However, there are a number of VR services, such as Project Search, Internships and other Work-Based Learning Experiences including Summer Work Experiences, that also benefit business establishments if they are specifically designed to meet the needs of the business. In those situations, for example, Project Search may fit under **Workforce Recruitment Assistance** to "assist an employer with pre-screening qualified candidates for specific jobs" or "specific employer consultations regarding recruitment of VR talent." Additionally, internships could also be strategies that would address the activity of "Hiring of specific populations served by VR (e.g., eligible individuals with disabilities))" under **Accessing Untapped Labor Pools** if the business hires the intern with a disability. VR agencies and their State partners should consider the services being provided on a case-by-case basis when determining whether the service benefits both the individual, as a VR service, and the employer, as an employer service.

Glossary of Terms

Accommodation Training: This training provides an overview of information regarding the Americans with Disabilities Act and an employer's responsibilities and compliance assistance. It may include ideas for accommodations for a specific individual, possible product vendors and referral to other resources, including VR services.

Affirmative Action Training: There are a number of laws that require federal contractors and subcontractors to provide affirmative action which focuses on the recruitment and advancement of qualified minorities, women, persons with disabilities and covered veterans. Affirmative actions include training programs, outreach efforts and other positive steps. These procedures should be incorporated into the company's written personnel policies. Visit https://www.dol.gov/general/topic/hiring/affirmativeact.

Business Leadership Network (BLN) or Disability:IN: The BLN/Disability:IN is an employer-led affiliate of the U.S. Business Leadership Network, a national organization that serves as the collective voice of over 60 Business Leadership Network affiliates across North America, representing over 5,000 employers. The BLN focuses on assisting businesses in attracting and retaining new employees and customers with disabilities, developing business leaders who value diversity and actively work to promote strong communities that include individuals with disabilities, and increasing opportunities for businesses to expand their

diversity recruiting efforts, not as a social model but as a business case to recruit talent and better serve their customers. Visit www.disabilityin.org.

Incumbent Worker: To qualify as an incumbent worker, the individual worker needs to be employed in a situation that meets the Fair Labor Standards Act requirements for an employer-employee relationship, and have an established employment history with the employer for six months or more, with the following exception: In the event that the incumbent worker training is being provided to a cohort of employees, not every employee in the cohort must have an established employment history with the employer for six months or more as long as a majority of those employees being trained do meet the employment history requirement.

Job Analysis: A functional job analysis is a process of collecting data to define a person's job requirements, both essential and nonessential job duties. This data can be collected from interviews with workers and supervisors, on-site observations, as well as analysis of company job descriptions. It provides detailed information related to major tasks, and the physical, cognitive and behavioral capacities required to perform the job. Along with specific tasks, the job analysis also includes details regarding scheduling, location, equipment needed and required competencies. In rehabilitation, the goal of the job analysis is to identify essential job functions and requirements to satisfactorily perform the work. It is important that job requirements are the focus, and not an individual worker's skills, as these will be considered later in the rehabilitation process *(Case Management Study Guide, 2019)*.

Project Search: Project Search, a national model, is a partnership between Education, VR a CRP, usually a Long-Term Support provider, and then a business which provides an on-site training room and provides a variety of internships that teach core competitive skills. The benefits to the employer are listed as "…access to a new, diverse talent stream with skills that match labor needs; interns/employees with disabilities who serve as role models for customers and co-workers; increased regional and national recognition, etc.

Task Analysis: Task analysis is the process of breaking a skill into smaller, more manageable steps in order to teach the skill. As the smaller steps are mastered, the learner becomes increasingly independent in his or her ability to perform the larger skill *(Szidon, K., & Franzone, E., 2010)*.

Work-Based Learning (WBL): An educational approach or instructional methodology that uses the workplace or real work to provide students with the knowledge and skills that will help them connect school experiences to real-life work activities and future career opportunities. It is essential that direct employer or community involvement be a component of the WBL to ensure in-depth student engagement. These opportunities are meant to engage, motivate and augment the learning process. These WBL opportunities can be done in conjunction with private, for-profit, public or nonprofit businesses in your community and/or

through web-based resources. In addition, work-based learning requires in-depth engagement of youth and an evaluation of acquired work relevant skills *(Darche, S., Nayar, N., Reeves-Braco, K., 2009, November).*

Resources

- Case Management Study Guide, Crestview, FL (2019)

  www.casemanagementstudyguide.com

- DisabilityIN.org (2019), Alexandria, VA.

- Darche, S., Nayar, N., Reeves-Braco, K., (2009, November), Work-based Learning in California, WestEd., The James Irvine Foundation.

- RSA-TAC-17-01: https://www2.ed.gov/policy/speced/guid/rsa/subregulatory/tac-17-01.pdf

- Szidon, K., & Franzone, E. (2010). Task Analysis: Online Training Module. (Madison, WI: National Professional Development Center on Autism Spectrum Disorders, Waisman Center, University of Wisconsin).

- Ohio Center for Autism and Low Incidence (OCALI), Autism Internet Modules, www.autisminternetmodules.org. Columbus, OH: OCALI.