

PENNSYLVANIA INDUSTRY PARTNERSHIPS

ANNUAL REPORT

2020-2021

1. OVERVIEW

Pennsylvania's Workforce Development system is increasingly focused on meeting the skills needs of businesses, the career goals of workers and the economic development goals of the commonwealth. To help improve the effectiveness of Industry Partnerships and ensure that project goals are being met, the Department of Labor & Industry requires each partnership to complete an electronic annual report. It is critical that ALL sections of this document be fully complete upon submission.

It is important to note that the answers to the questions posed in this report must be a result of the collaborative effort between the individual responsible for submitting this report and the employers and other members within the IP. The commonwealth is interested in obtaining the collective knowledge of the IP and not just the observations of a single individual. To help insure this happens, after gathering the information from the IP members, **a copy of this completed report must be provided to all members of the IP.**

The goals of this annual report include:

- Capturing the significant accomplishments and outcomes of the IPs;
- Communicating accomplishments and outcomes to show the full range of activities that IPs undertake to improve outcomes for employers, workers, and the commonwealth,
- Identifying exemplary IP approaches and practices that other IPs might replicate and that help demonstrate to legislators and other the value and impact of IPs,
- Helping IP coordinators and members gain insight into the progress their partnership is making over time,
- Compiling a set of performance outcomes that can be shared statewide and nationally.
- Recognizing areas in which improvement can happen across the system.

Additional information may also be collected through follow-up interviews and to develop case studies.

2. INSTRUCTIONS

Each local WDB or fiscal agent for convening that received Industry Partnership Funds in the in the 2020-2021 program year is required to complete this report. The responses given within the report should reflect activities and efforts undertaken between July 1, 2020 and June 30, 2021 as to not corrupt data being collected and analyzed. Please complete each section in its entirety. Information for the open-ended questions can be in narrative or bullet point form. However, no matter how the information is answered, it should be concise and easily readable.

When completed, please save it as a Word document. Save the file with the initials of your targeted industry cluster/sub-cluster and your LWIB name. Examples BC_Berks.doc; LT_Luzerne.doc. Please email your report to the Industry Partnership resource account at RA-LI-PAWDB-IP@pa.gov.

This report is due by close of business Friday, October 1, 2021. If you have any questions, please contact the State Workforce Development Board at RA-LI-PAWDB-IP@pa.gov or Shuana Davis at shesdavis@pa.gov.

3. CONTACT INFORMATION

1. Partnership Name: Lehigh Valley Manufacturing and Supply Chain Industry Partnership		
2. Local Workforce Development Board or Fiscal Agent: Workforce Board Lehigh Valley		
3. Targeted Industry Cluster(s): Manufacturing and Transportation/Warehousing/Logistics (Supply Chain)		
4. Name and contact information of person to be contacted on matters involving this report:		
First Name: Gina	Last Name: Kormanik	Title: Director of Community Planning
Telephone Number: 610-841-1006		Email: gkormanik@workforcelv.org

4. PARTNERSHIP INFORMATION

- A. Number of years this partnership has been in existence:** 14
- B. Employer Cash Match Percentage Required by IP:** 60 percent
- C. Employer Cash Contributions:** \$118,599.00
- D. Current Balance in Sustainability Fund** (by sustainability fund we mean a separate financial reserve that can be put toward the administrative, operation, and training activities of the Industry Partnership in the case that there is a temporary or permanent cut off in state support): N/A – Sustainability Fund has not been established
- E. Number of employers in partnership in PY20-21:** 80
- F. Number of employers utilizing training in PY20-21:** 22
- G. Federal grants:** Please list all federal grants (competitive, planning, etc.) and approximate dollar amounts that helped to support the activities of your Industry Partnership in the 2020-2021 program year. In addition, please list what activities the dollars helped to support and what (if any) funding level you feel this financial resource will be able to provide in the coming year.

Federal Funding Source	Funding Amount	Activities Supported
WIOA On-the-Job Training	Not pooled amounts	On-the-Job Training Funds for employers to defray costs of new hires and increase employment of WIOA eligible participants.

- H. Non-state funding:** (Please list all outside sources of leveraged and pooled funding and approximate dollar amounts that helped to support the activities of your Industry Partnership in 2020-2021 program year.

Outside Funding Source	Funding Amount	Activities Supported
Companies receiving WEDnet funds	Not pooled amounts	WEDnet eligible training

I. How many credentials and/or certifications were obtained through training by participants? Please explain how they will be beneficial to participants.

As of current data received, a total of 70 certificates/credentials were received by participants through training including the following: 6 Lean certifications, beneficial by improving quality and productivity; 23 Management/Leadership/Supervisory certifications, beneficial by improving management and supervisory skills of current and future leaders; 4 Project Management certificates of completion, beneficial to improving management skills to accomplish projects; 9 process improvement certificates of Six Sigma/Green Belt/Black Belt, beneficial by improving quality, facilitating processes, enhancing productivity, decreasing costs, and improving profitability; 28 technical occupational certificates and credentials such as electrical, CDL, instrumentation.

J. Did your partnership do a launch/relaunch during this time? If so, please provide a list of the business-driven priorities that were established.

No, we did not launch/relaunch during this time. The Lehigh Valley Manufacturing and Supply Chain Industry Partnership had originally relaunched in June 2018 as separate partnerships of Manufacturing and Transportation/Warehousing/Logistics. During this past fiscal year and with state approval, the Industry Partnership re-merged into a previous best practice model that combined Manufacturing and Supply Chain employers into one partnership since these employers have similar workforce needs and business issues.

K. If your partnership has launched/relaunched, have business members identified any state-level policies that need addressed in order for them to be more successful? If yes, please outline.

Not applicable since the partnership had already relaunched.

L. Please provide a brief overview of the work of the partnership since launching/relaunching.

The work of the partnership continues to be employer-driven, primarily virtual meetings that address business priorities by leveraging and merging the Industry Partnership employers and public partners with Engage Business Outreach Program Employer Roundtables. Business issues and priorities included: impact of COVID-19 pandemic on workforce and business practices; knowledge of labor market data and workforce intelligence; continued need for incumbent worker training; strengthening peer-to-peer networking and connections among businesses; and, improving the talent pipeline through career awareness and development of customized career pathways for employers.

M. If your partnership has not held a launch/relaunch, what steps did you take to solidify the partnership?

Not applicable since the partnership had already relaunched.

N. How has your partnership sustained during COVID?

The partnership was sustained during COVID by leveraging the state programs of Industry Partnerships with the Engage Business Outreach Program to conduct industry sector/business-based Employer Roundtables to identify and address business and workforce issues including the need for incumbent worker training resources, increase of career awareness efforts such as career pathways, and business services/resources. This leveraging of programs helped to minimize meeting fatigue which was experienced by the business community during COVID. Sustainability was also achieved since the WBLV facilitates private-sector connections with public partners such as Lehigh Valley Economic Development Corporation and our collaborative Talent Supply Study partnership, Greater Lehigh Valley Chamber of Commerce (sixth largest Chamber in the U.S.), Society for Human Resource Management, education and training providers, labor management, Lehigh Valley Planning Commission, and Small Business Development, to name a few.

O. Does your partnership have any technical assistance needs? If yes, please outline.

Technical assistance is not requested at this time.

P. How are public partners from education, economic development, and workforce development actively engaging in the partnership? What specific roles are these partners playing?

Public partners continue to be engaged in the partnership by participating in Employer Roundtables, especially through the Engage program, supporting employer-driven discussions, providing training, and addressing business priorities through their involvement in: summer jobs, apprenticeships and pre-apprenticeships, incumbent worker training, and career pathways. Public partners include the Workforce Board Lehigh Valley, PA CareerLink® Lehigh Valley, Partnerships for Regional Economic Performance (PREP), Manufacturers Resource Center, Lehigh Valley Economic Development Corporation, Greater Lehigh Valley Chamber of Commerce, Lehigh Carbon Community College, Northampton Community College, Lehigh Career & Technical Institute, Bethlehem Area Vocational Technical School, Career Institute of Technology, four-year colleges/universities, Society for Human Resource Management/Lehigh Valley Chapter, Lehigh Valley Planning Commission, IBEW 375, many of which are partners in Lehigh Valley's workforce system.

Q. Describe the output AND outcome metrics that were used to measure performance of this project. Outcomes are the differences made as a result of the outputs.

- a. **Outputs may include, but are not limited to, the number and types of activities that were a part of the project, the number of individuals served, or the number of events held.**
- b. **Outcomes may include, but are not limited to, the benefits of the activities that were a part of the project, the impact on the individuals that received services, and the beneficial results of any events held.**

Outputs include but are not limited to the following: number of companies involved in partnership activities, number of events held, number of incumbent workers trained, number of career pathways developed. Outcomes are primarily measured from employers reporting on incumbent worker training impacts, including current and potential future wage gain, skill enhancement, career advancement, job retention, increase of productivity/profitability, safety, cost savings, competitiveness, turnover/retention, new hires.

R. Most diverse communities especially communities of color have historically faced extensive challenges both in resources available and access to the resources. The COVID-19 crisis has disproportionately affected these communities, exacerbated these challenges. In an effort to help ensure these communities get the resources they need, has your partnership been involved with any of the following?

- c. **What is your experience in connecting with or providing help to these communities?**
- d. **Are you aware of any outreach initiatives in your region to connect or assist these communities?**

The partnership's employers and public partners have been involved in Employer Roundtables and feedback sessions to discuss the many challenges from this past fiscal year including a Business-to-Business Conversation on COVID-19 Impact, as well as a two-part Roundtable Series on business services and opportunities for Women and Minority Owned Businesses. Employers from the partnership have also been involved in Community Outreach Days conducted in at-risk, urban communities.

- S. Does your partnership have a clear equity strategy (see below) that will address disparities and inequities, and reach target population(s). Target populations should include both businesses and workers in the targeted sector.
- e. Does your partnerships equity strategy use data to identify and reach a target population(s) such that businesses and workers participating in the partnership reflect the demographics of the community's overall population (e.g., race, ethnicity, gender, disability status, etc.)?
 - f. Does your partnerships equity strategy describe how it will approach and address disparities in outcomes for businesses and workers in the target population(s) and the structural inequities that cause disparities in outcomes?
 - g. Do the partner organizations, core team, and business leaders reflect the demographics of the community's overall population (e.g., race, ethnicity, gender, disability status, etc.)? If the partnership does not reflect the demographics of the community, does the partnership and leaders have a strategy to build relationships that will lead to a more inclusive team?

By nature of the partnership being an established initiative of the Workforce Board Lehigh Valley, the partnership is in alignment with the WBLV Local Plan Goal 7 which is to: Ensure Diversity, Equity and Inclusion within Lehigh Valley's Workforce System. Our strategies include: inventory WBLV Board and Committees in terms of diversity, and develop strategies to ensure the Board and Committee are representatives of Lehigh Valley's diverse populations; include the WBLV non-discrimination policy on all WBLV Request for Proposals (RFP) and require those applying to supply their non-discrimination policy with proposals; and, participate in Inclusion, Diversity, Equity and Access (IDEA) Initiatives throughout the Lehigh Valley, such as the Color Outside the Lines Committee of the Community Action Committee of the Lehigh Valley, and become a DEI Champion of the Greater Lehigh Valley Chamber of Commerce Diversity, Equity and Inclusion Collaboration. Furthermore, the WBLV has a collaborative partnership with the Lehigh Valley Planning Commission to gather, examine and analyze Inclusion, Diversity, Equity and Access (IDEA) data for discussion at WBLV's new IDEA Committee meetings.

5. INTERMEDIARY SERVICES

- A. If your partnership used state-funded intermediary services, please complete the chart below with actual partnership data from PY 20-21.

Intermediary Service	Cost	Explanation for Intermediary Service
Industry Partnership intermediary duties and services	\$5,069.00	Duties and services included management, administration, fiscal duties, business engagement, outreach, reporting, virtual meeting facilitation, training options communication, agreement preparation, and other duties as required
	Enter total \$ 5069.00	

B. How did intermediary services provided positively impact the partnerships, employers, and participants?

Intermediary services positively impacted the partnership by providing partnership management, fiscal responsibilities, business engagement, outreach, and coordination to sustain the partnership, connect employers with business and workforce services, provide resources to train workers, and increase productivity, profitability, competitiveness and other measures of success.

C. Please provide any other comments about your evaluation of the intermediary services.

No other comments at this time.

6. MEASURING IMPACT

A facet of implementing the PA Industry Partnerships Grants takes place through the statewide metrics that were approved by the Pennsylvania State Workforce Development Board at their August 2018 meeting. The four facets of the metrics rely on 1) Workforce Development, 2) Economic Development, 3) Education, and 4) Partnership Engagement. The below questions are designed based off the metric indicators. Please answer them to the best of your ability.

A. Are the employers in your partnership tracking their retention rates?

Employers mainly track retention rates on an individual company basis. Over the years that this partnership has been in existence, we have learned from employers that short-term training does not necessarily directly impact retention rates; however, employers have reported that the offer of training and professional development for their workforce has a positive impact on attraction and retention.

B. Was there an impact training had on wages this past year?

Training impact, as reported by employers, resulted in the following outcomes: 18% reporting wage gains, 81% potential future wage gains, 100% skills enhanced, 30% career advancement, 100% potential future career advancement, 94% retention rates, 91% productivity increase, 88% profitability enhancement, 65% cost savings, 64% safety increase, 77% lower turnover rate, 90% increased competitiveness, and 34% reporting the potential of future new hires.

C. Was there an increase in sector jobs as a result of this program?

As a result of this program, data is not evident to support an increase in sector jobs, especially during the past year impacted by COVID during which many companies furloughed workers, then either dislocated and/or re-hired them. Data from the PA Center for Workforce Information and Analysis (CWIA) shows that the Transportation/Warehousing and Manufacturing industry sectors are ranked as the second and third largest employers in the Lehigh Valley (11.5 % and 11.2% respectively, with 66,341 workers total).

D. How many people were involved in a form of career pathways training?

All employers in the partnership are encouraged to develop Career Pathways with the Workforce Board Lehigh Valley, an effort that has been facilitated through the WBLV conducting sector-based Roundtables for companies in Manufacturing and Supply Chain, along with other targeted sectors. To-date, a total of 32 manufacturers and 12 companies in supply chain industries have completed Career Pathways with the WBLV, adding to the nearly 220 Pathways planned to be shared with teachers, students, job seekers, employers, and the public.

E. Was there a sense of more partnership and community interaction through the grant?

A sense of increased partnership and community interaction was facilitated, especially through the Employer Roundtables that served as a forum for companies to share challenges, difficulties, best practices, and resources during this past year and to the current day as the region's and world economies continue to be impacted by COVID.

F. Please provide any additional impacts that you can attribute to your IP.

The partnership has been a clearinghouse of resources, services, networking opportunities, best practice sharing, collaborations, and much more that identifies business issues and addresses business needs for employers and job seekers.

7. PARTNERSHIP ADMINISTRATION

A. How did you collaborate with outside entities and leverage outside resources?

The Workforce Board Lehigh Valley collaborates closely with entities to engage employers such as the Greater Lehigh Valley Chamber of Commerce, Society for Human Resource Management/Lehigh Valley Chapter, and Lehigh Valley Economic Development Corporation. We leverage the resources of the PA CareerLink® Lehigh Valley workforce system and its One-Stop Partners, as well as providing Business Services staff assistance, and services of the PA Center for Workforce Information and Analysis to provide workforce intelligence and labor market data for employers and public partner members of the partnership.

B. What indicators does the partnership currently measure in order to determine impact on stakeholders, businesses, workers, and the local economy?

The partnership uses indicators of employer engagement and participation, use of training resources, wage gains, potential future wage gains, skills increase, career advancement, potential future career advancement, retention, productivity, profitability, cost savings, safety, vacancy rate, competitiveness, and current and future new hires.

C. How does the partnership collect participant promotion and wage gain information?

When companies fill out an application for training funds through the partnership, they initially complete as much information as possible on the application, including promotion and wage gain information. At the end of the training, updated information is collected, if necessary.

D. How long does it take to obtain participant promotion and wage gain information?

This depends on the length of the training.

E. How do you monitor and determine in-kind contributions from employers?

We monitor and track the 60 percent cash match/contribution from employers. We does not necessarily monitor in-kind contributions at this time.

F. What percentage of employer partners utilize IP training funds?

Approximately 27 percent of employer partners utilized training funds this fiscal year.

G. Please describe how your partnership utilizes cash contributions.

Cash contributions are used to offset the cost of the training for the employer. The employer pays 60 percent of the total training cost and the grant reimburses 40 percent of the training cost.

H. Please describe the in-kind contributions received and how they are utilized.

In-kind contributions are currently not received, due to COVID restricting the use of meeting and facility space.

8. CONTINUOUS IMPROVEMENT

Please answer this section as truthfully as possible.

A. What does the partnership feel have been their greatest accomplishment over the program year?

One of the greatest accomplishments this past year was sustaining and engaging employers in the Partnership during the COVID-19 pandemic and providing value-added services to employers such as virtual employer roundtables and networking opportunities, incumbent worker training resources, career pathways, business connections to public partners, labor market data and workforce intelligence, career awareness initiatives, workforce pipeline development, Apprenticeships and Pre-apprenticeships, and connections to the PA CareerLink® Lehigh Valley workforce system.

B. What does the partnership feel were their greatest challenges and why?

The greatest challenge was addressing business issues, changing workforce needs, impact of supply chain difficulties, lack of qualified workforce, and overall work/life challenges as a result of the COVID-19 pandemic, while still providing a listening forum and clearinghouse of services for employers through the partnership.

C. Has your partnership discussed possible solutions to these challenges? If so, what are the partnership's proposed strategies for overcoming these challenges next year? If not, please explain your strategy for discussing challenges and coming to a consensus on possible solutions with partnership members.

Employers and public partners in the partnership are constantly monitoring the impact of COVID and continue to work together to overcome challenges including labor supply and training needs. Partnership members, both employers and public partners such as the WBLV and LVEDC are engaged closely and working collaboratively to conduct a Talent Supply Study to determine employer best practices, COVID impact, training needs and pipeline development issues.

D. In your opinion, how effective has the PA WDB been in administering the IP grants?

The PA WDB continues to be effective in administering grants, even faced with challenges as a result of the pandemic.

E. What changes could be made at the state level to improve IPs?

No changes are suggested. We appreciate the open lines of communication with state officials to assist us in continuing to engage employers and provide flexibility in the growth of the partnership.

F. Is there anything more than already discussed in previous questions that you feel is prohibiting your partnership?

Nothing to report that is prohibiting the partnership.

G. Please provide any additional thoughts that you have.

No additional thoughts at this time.