

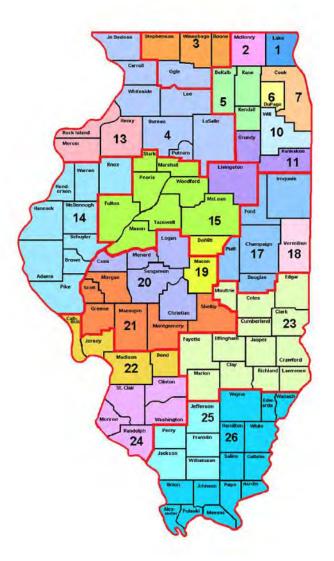


# HOW ARE MY LOCAL WIOA PERFORMANCE OUTCOMES DETERMINED AND WHAT ARE THE IMPACTS OF SUCCESS OR FAILURE

November 3, 2021



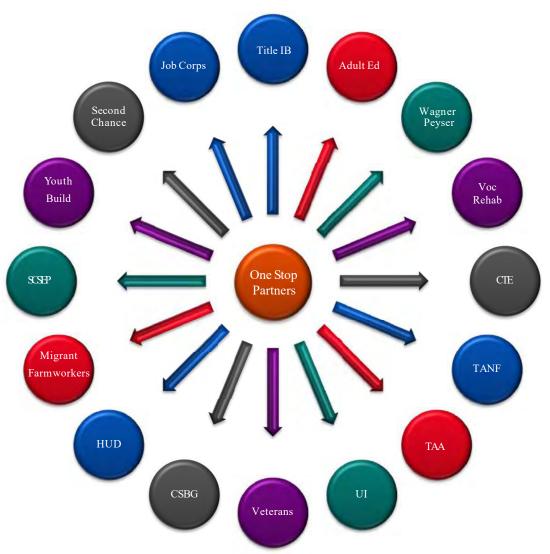
# Where is Your Local Area?





# Which partner do you best represent?







# **Today's Presenters**



**Brian Richard** 

Assistant Director, Workforce Development Center for Governmental Studies Northern Illinois University



Andy Blanke

Research Associate Center for Governmental Studies Northern Illinois University



Mark Burgess

Performance Measures, Manager Office of Employment and Training - OET Illinois Department of Commerce and Economic Opportunity



# Today's Objectives

- Understand how Performance Outcomes are Determined
- Learn About the Statistical Adjustment Model (SAM)
- Identify the Individual and Economic Characteristics within the SAM
- Describe the Determination of Performance Implementation Timeline
- Know the Pilot Project Being Implemented for Assessment of Performance Outcomes
  - WIOA Notice issued today or tomorrow





Statute, Regulations and Guidance

- Statute
  - Workforce Innovation and Opportunity Act (WIOA) Section 116 establishes performance accountability requirements for the six core WIOA programs
- Regulations WIOA-DOL only & WIOA Joint Final Rules
  - 20 CFR 676, 677, and 678 (Adult, Dislocated Worker, Youth, and Wagner-Peyser); 603, 651, 652 (DOL Only)
- Policy Guidance and Joint Issuances
  - Guidance is issued by each of the Federal agencies.
     "Joint Issuances" is the identical content coming out under each Federal partner's vehicle, for consistency
- State Policies and Guidance
  - Additional State specific requirements and guidance through formal and informal communication with its grantees is issued through policies and WIOA notices



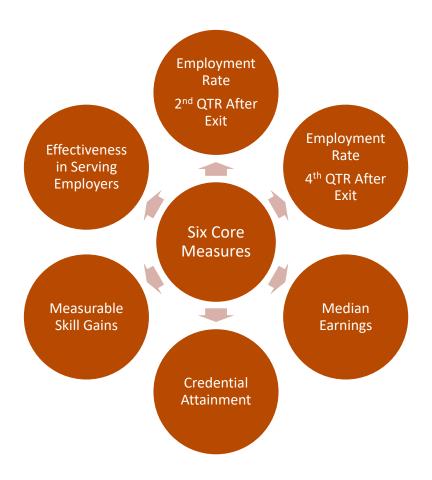


# **WIOA Six Core Programs**

- Title IB Workforce Development Programs (Dept. of Commerce and Economic Opportunity DCEO)
  - Adult Program
  - Dislocated Worker Program
  - Youth Program
- Title II Adult Education and Family Literacy Act Program (AEFLA) (Illinois Community College Board ICCB)
- Title III Wagner-Peyser Act Employment Services Program (Dept. of Employment Security – IDES)
- Title IV Vocational Rehabilitation (VR) Act Program (Dept. of Human Services Division of Rehabilitation Services DHS-DRS)



# WIOA Primary Indicators of Performance





# WIOA Primary Indicators of Performance

WIOA Program	Employment/ Education <sup>1</sup> 2 <sup>nd</sup> Quarter after Exit	Employment/ Education <sup>1</sup> 4 <sup>th</sup> Quarter after Exit	Median Earnings	Credential Attainment	Measurable Skill Gains	Effectiveness in Serving Employers
Title IB Adult	<b>/</b>	<b>/</b>	<b>/</b>	<b>/</b>	<b>/</b>	<b>/</b>
Title IB Dislocated Worker	<b>~</b>	~	~	~	~	~
Title IB Youth	<b>~</b>	<b>/</b>	<b>V</b>	<b>~</b>	<b>/</b>	<b>/</b>
Title II Adult Education	<b>~</b>	~	~	~	~	~
Title III Employment Services	<b>~</b>	~	~	×	×	~
Title IV Vocational Rehabilitation	<b>~</b>	<b>~</b>	<b>~</b>	<b>✓</b>	<b>~</b>	<b>~</b>

<sup>&</sup>lt;sup>1</sup> Title IB Youth Program indicator also includes placement in Education or Training, in addition to Employment.



# **Key Terms and Definitions**

### **Expected or Proposed Levels of Performance**

Levels of performance proposed by the state and each local workforce innovation board (LWIB) prior to negotiations for each primary indicator of performance

### **Negotiated Levels of Performance**

Levels of performance mutually agreed to by each LWIB and the State for each primary indicator of performance

### **Actual Levels of Performance**

Outcome reported on the Local Performance Report for each primary indicator of performance

### **Adjusted Levels of Performance**

Revised negotiated levels of performance following the application of the statistical adjustment model (SAM). Actual levels of performance will be compared to the adjusted levels of performance at the close of the program year to determine the LWIB's performance success or failure



# WIOA Performance Goals & Outcomes

- States negotiate performance goals with Department of Labor
  - Illinois negotiated Title IB goals May 2020
  - Same goals negotiated for Program Years 2020 and 2021
- Each Local Workforce Innovation Board negotiates performance goals with State of Illinois
  - Local negotiations occurred in October 2020
  - Same goals negotiated for Program Years 2020 and 2021
  - LWIBs assigned a negotiation team to represent them in negotiations
- New rounds of state/local negotiations will occur in 2022 for Program Years 2022/2023





# **IWDS** Reporting Menu

Overall Outcome: MEET

Illinois Workforce Performance Management System Performance Management

### **Final Annual Outcomes**

LWA: 00 - DCEO

Program Year: 2020

Numerator / Denominator

Print

Return

Program Quarter: 4

162.38%

through

IWDS Illinois Workforce Development System

**Home** 

I'm Done: Log Off

### Administrative Functions

 Search IWDS Users Add IWDS User

### Case Management

- My Applications
- My Registrants
- My Exiters
- My Customers Search Applications
- Search Customers

### **Grant Information**

- My Grants
- Search Grants Add Grant
- Grant Transfers

### Entity Information

- Add Entity
- Search Entity Add Location
- Search Locations
- Add Contact
- Search Contacts Add Relationship
- Search Relationships

### My Information

Change My Password

### TAA Voucher Information

- Search TAA Services/Vouchers
- Payment Approver Search Invoice Processor Search

Staff Menu

### Performance Management

- View Your LWA Goals
- View State Goals
- Search Goals
- Outcomes-Preliminary(PostQtrWages not complete)
- Outcomes-YTD Mgrs(PostQtrWages firm)
- Outcomes-Final(PYs reported to DOL)

### DETS Information (JTD ADMIN ONLY)

### Training Provider Information

- Pending Training Programs
- . Search Training Programs
- Add Training Program
- Add Training Provider Evaluate Training Programs

### Reporting

Reporting Menu

% of % of Negotiated 90% Actual **Negotiated Threshold** Performance Measurement Threshold Outcome Status Goal Goal Goal Youth Employment Rate Q2 (YER2): 73.5% 66.15% 71.62% 97.44% 108.27% MEET Youth Employment Rate Q4 (YER4) : 73.0% 67.69% 92.73% 103.03% MEET 65.7% Youth Median Earnings Rate Q2 (YMER): \$3,275.00 \$2,947.50 \$4,199.20 128.22% 142.47% **EXCEED** Youth Credential Attainment Rate (YCAR) : 65.0% 58.5% 66.82% 102.8% 114.22% **EXCEED** Youth Measurable Skills Gain (YMSG) 31.0% 27.9% 50.64% 163.35% 181.51% **EXCEED** Adult Employment Rate Q2 (AER2): 69.3% 71.23% 92.51% 102.78% MEET Adult Employment Rate Q4 (AER4): 75.5% 67.95% 68.6% 90.86% 100.96% MEET \$6,500.00 \$7,579.60 129.57% **EXCEED** Adult Median Earnings Rate Q2 (AMER): \$5,850.00 116.61% Adult Credential Attainment Rate (ACAR) : 74.45% 106.36% 118.17% **EXCEED** 70.0% 63.0% Adult Measurable Skills Gain (AMSG) 39.0% 35.1% 57.7% 147.95% 164.39% **EXCEED** DW Employment Rate Q2 (DER2): 81.0% 72.9% 76.43% 94.36% 104.84% MEET DW Employment Rate Q4 (DER4) : 81.0% 72.9% 76.87% 94.9% 105.45% MEET DW Median Earnings Rate Q2 (DMER) : \$9,600.00 \$8,640.00 \$10,722.77 111.7% 124.11% **EXCEED** DW Credential Attainment Rate (DCAR): 71.0% 63.9% 76.24% 107.38% 119.31% **EXCEED** 

> AER2,AMER,DER2,DMER,YER2,YMER based on customers who exited between 07/01/2019 and 06/30/2020 AER4,ACAR,DER4,DCAR,YER4,YCAR based on customers who exited between 01/01/2019 and 12/31/2019 AMSG, DMSG, YMSG based on enrollment anniversaries between 7/01/2020 and 06/30/2021

43.5%

Numerator / Denominator

DW Measurable Skills Gain (DMSG):

Print

39.15%

Return

63.57%

146.14%

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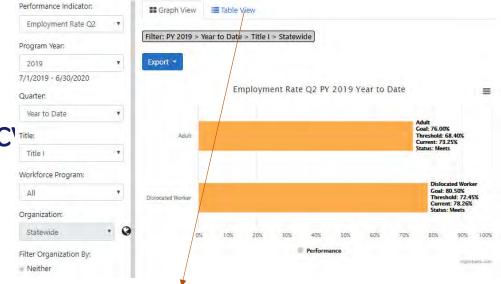
**EXCEED** 



# Illinois Performance Accountability and Transparence Title: System (IPATS) Volve Verification Ver

WIOA Key Performance Indicator Outcomes:

- Employment Rate 2<sup>nd</sup> Quarter after Exit
- Employment Rate 4<sup>th</sup> Quarter after Exit
- Median Earnings 2<sup>nd</sup> Quarter after Exit
- Credential Attainment
- Measurable Skill Gains



### Adult: Performance Measures Outcomes PY 2019 Year to Date

Indicator	Goal	Status	Current Total	Threshold	Numerator	Denominator
Employment Rate Q2	76%	Meets	73.25%	68.4%	3,607	4,924
Employment Rate Q4	73%	Meets	71.23%	65.7%	3,359	4,716
Median Earnings Rate Q2	\$5,460.00	Exceeds	\$7,269.36	\$4,914.00	\$7,269.36	\$2,719.00
Credential Attainment Rate	63%	Exceeds	74.53%	56.7%	2,440	3,274
Measurable Skills Gain	0%	Exceeds	35.93%	0%	1,746	4,860
Number of Registrants	Baseline	N/A	5,323	N/A	5,323	5,323
Number of New Registrants	Baseline	N/A	49%	N/A	2,601	5,323
Number of Completers	Baseline	N/A	29%	N/A	2,197	7,520
Number of Exiters	Baseline	N/A	2,197	N/A	2,197	2,197
Number Employed at Exit	Baseline	N/A	74%	N/A	1,621	2,197 13



Abeln

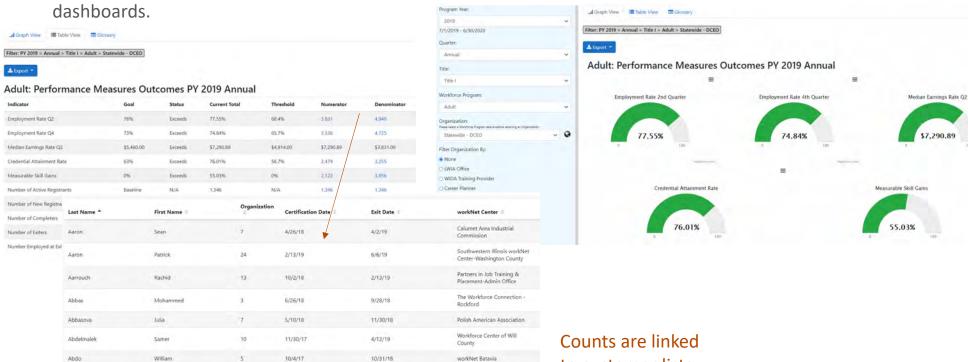
Matthew

# Performance Accountability by LWIA

Drill down to individual participant info from the LWIA detail

2/20/18

6/8/19



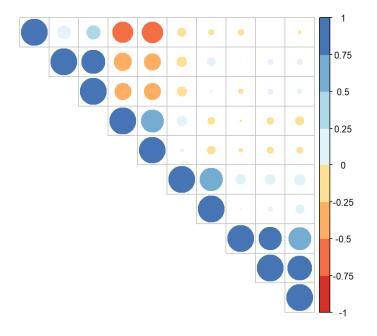
Hill Food Service Consulting,

to customer lists.



- Level the playing field by accounting for variation in characteristics of the participants being served
- Account for the differences in economies participants are being served in
- Appropriately adjust performance goals for local areas serving hard-to-serve populations and/or in economies facing more difficult labor market conditions
- Objectively quantifies how and to what extent, each of these factors affect program performance outcomes
- Negotiate now, targets change later







- Department of Labor methodology
  - A statistical test called a Multiple Linear Regression Model with Fixed Effects
  - Predict and adjust performance outcomes for each measure
- Illinois specific model is being created based on DOL methodology





- The WIOA provisions calling for <u>Negotiations Up Front</u> and <u>Adjustment After</u> are intended to ensure that states and locals are not held accountable based on factors outside their control
  - Initial Negotiations are based on the ASSUMED case mix & economic conditions
  - Year End Adjustments account for the ACTUAL case mix & economic conditions





- GOAL: Adjust performance goals to account for changes in:
  - Participant characteristics
    - Demographics
    - Barriers to employment
  - Economic conditions
    - Mix of employment sectors
    - Unemployment rate
- The model quantifies how, and to what extent, these factors affect levels of performance
- The goal of the approach is to account for these factors, and separate them from other factors that <u>program administrators are able to</u> control





## DOL SAM Example



### Performance Indicator:

Employment Rate 2nd Quarter after Exit

Median Earnings 2nd Quarter after Exit Employment Rate 4th Quarter after Exit

Credential Attainment Rate

Estimate<sub>0</sub> (Pre-PY 2019 Predicted Outcome)

Estimate<sub>1</sub> (Post-PY 2019 Predicted Outcome)

**Adjustment Factor** 

77.22%

80.81%

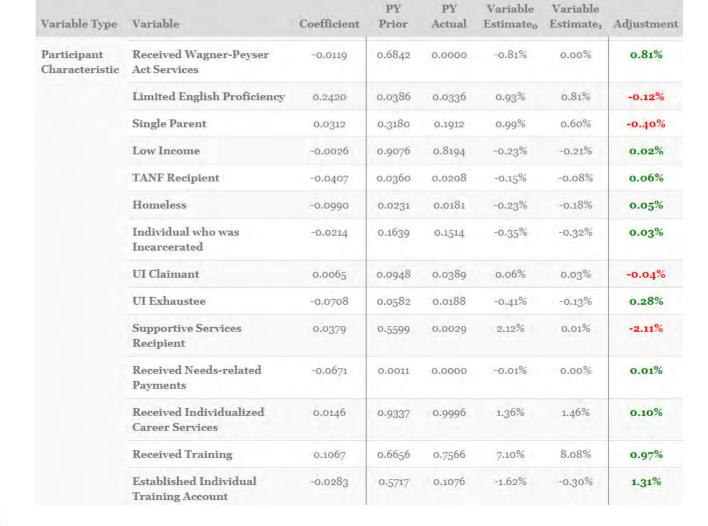
**1** 3.59%

### Model Variable Estimates

Variable Type	Variable	Coefficient	PY Prior	PY Actual	Variable Estimate <sub>0</sub>	Variable Estimate <sub>1</sub>	Adjustment
	Female	0.0751	0.5811	0.5552	4.37%	4.17%	-0.19%
	Age 25 to 44	0.0231	0.5708	0.6164	1.32%	1.43%	0.11%
	Age 45 to 54	-0.0079	0.1630	0.1386	-0.13%	-0.11%	0.02%
	Age 55 to 59	0.0960	0.0580	0.0402	0.56%	0.39%	-0.17%
	Age 60 or more	-0.4201	0.0183	0.0206	-0.77%	-0.86%	-0.10%
	Hispanic Ethnicity	-0.0080	0.1428	0.1417	-0.11%	-0.11%	0.00%
	Race: American Indian	-0.0827	0.0039	0.0069	-0.03%	-0.06%	-0.02%
	Race: Asian	0.1093	0.0381	0.0416	0.42%	0.45%	0.04%
	Race: Black	-0.0229	0.4956	0.5112	-1.14%	-1.17%	-0.04%
	Race: Hawaiian or Pacific Islander	-0.0030	0.0024	0.0022	0.00%	0.00%	0.00%
	Race: Multiple	-0.0576	0.0105	0.0104	-0.06%	-0.06%	0.00%
	Highest Grade Completed: Less than High School Graduate	-0.1843	0.0584	0.0528	-1.08%	-0.97%	0.10%



## DOL SAM Example







DOL SAM Example



Employment Rate 2nd Quarter after Exit

Median Earnings 2nd Quarter after Exit

Employment Rate 4th Quarter after Exit

Credential Attainment Rate

Model Variable Estimates

Variable Type	Variable	Coefficient	PY Prior	PY Actual	Variable Estimate <sub>0</sub>	Variable Estimate <sub>1</sub>	Adjustment
	Female	-1940.2541	0.6063	0.5834	-\$1,176.33	-\$1,131.86	\$44.47
	Age 25 to 44	422.2077	0.5808	0.6206	\$245.23	\$262.02	\$16.79
	Age 45 to 54	-437.4060	0.1532	0.1272	-\$67.01	-\$55.65	\$11.36
	Age 55 to 59	522.6574	0.0509	0.0370	\$26.59	\$19.33	-\$7.26
	Age 60 or more	662.3522	0.0147	0.0167	\$9.73	\$11.09	\$1.36
	Hispanic Ethnicity	-1596.6279	0.1436	0.1442	-\$229.25	-\$230.26	-\$1.01
	Race: American Indian	-2991.1077	0.0040	0.0070	-\$11.84	-\$20.93	-\$9.10
	Race: Asian	1276.3620	0.0331	0.0405	\$42.21	\$51.68	\$9.47
	Race: Black	-817.7831	0.4907	0.5076	-\$401.26	-\$415.13	-\$13.86
	Race: Hawaiian or Pacific Islander	1526.6272	0.0023	0.0025	\$3.45	\$3.82	\$0.36
	Race: Multiple	382.0255	0.0105	0.0100	\$4.00	\$3.82	-\$0.18
	Highest Grade Completed: Less than High School Graduate	-730.1492	0.0540	0.0472	-\$39.42	-\$34.49	\$4.93
	Highest Grade Completed: High School Equivalency	-416.0409	0.5362	0.5791	-\$223.07	-\$240.93	-\$17.86



# **DOL SAM Example**

- These figures show details for each of the performance indicators in this program.
  - The **negotiated level of performance** is the agreed upon target level of performance for PY 2019 prior to the start of PY 2019.
  - The adjusted level of performance is the result of re-calculating the negotiated level of performance once PY 2019 ends. It is calculated using model estimates, data on actual program participants in PY 2019, and data on actual economic conditions in which the participants were served.
  - The **adjustment factor** is the total amount that the original negotiated level was adjusted.
  - The actual level of performance shows the actual reported performance results for the indicator and includes the individual indicator score (i.e., the actual level divided by the adjusted level).







# Title IB Adult: Performance Measures Outcomes PY 2020 Pre-SAM (Sample)





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100





# Title IB Adult: Performance Measures Outcomes PY 2020 Post-SAM (Sample)

Highwaits com

# Employment Rate 2nd Quarter Goal: 72.0% Adjusted Level: 69.4% Adjusted Threshold: 62.46% Current: 69.5% Status: Exceeds 69.5%



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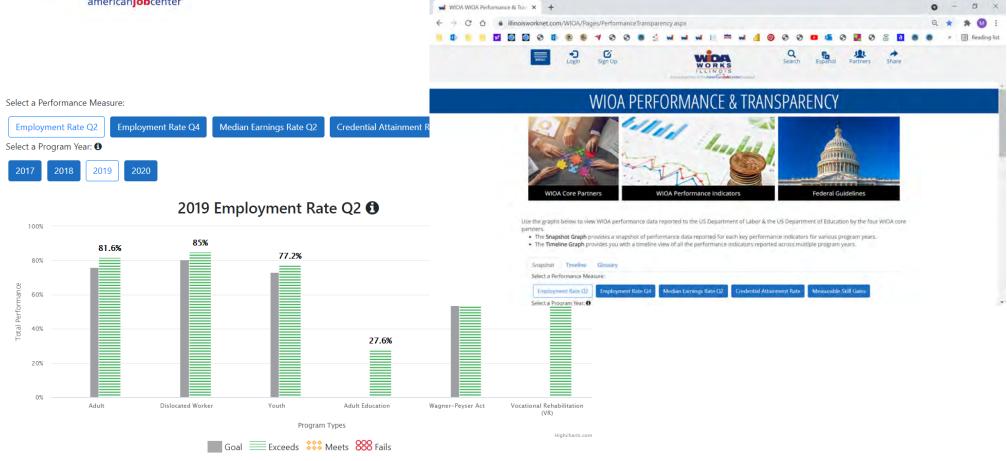
Hightharts.com



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# WIOA Performance & Transparency<sup>2</sup>



<sup>&</sup>lt;sup>2</sup> https://www.illinoisworknet.com/WIOA/Pages/PerformanceTransparency.aspx







# USDOL Guidance on Performance Assessment

- Training and Employment Guidance Letter (TEGL) 11-19 Negotiations and Sanctions Guidance for the Workforce Innovation and Opportunity Act (WIOA) Core Programs (Feb 6, 2020)
  - Phased-in approach to determine performance success or failure
  - WIOA 503(a) provides transition authority to implement certain provisions of WIOA
  - The Departments of Labor and Education determined the following:
    - Employment Rate 2<sup>nd</sup> Quarter after Exit, Median Earnings and <u>Measurable Skill Gains</u> would have performance success determined, with appropriate sanctions, <u>beginning in PY2020</u>
    - Employment Rate 4<sup>th</sup> Quarter after Exit and Credential Attainment Rate would begin success determination and sanctions <u>beginning PY2022</u>



# Further USDOL Guidance

- Training and Employment Notice (TEN) 14-21 Workforce Innovation and Opportunity Act (WIOA) Core Program Performance Accountability Assessment for Program Years (PY) 2020 and 2021 (October 21, 2021)
  - Upon further review The Departments of Labor and Education determined the following:
    - Appropriate and reasonable to assess performance on Employment Rate 2<sup>nd</sup> Quarter after Exit and Median Earnings, <u>beginning in PY2020</u>
    - Available baseline data is not sufficient to produce reliable estimates using the Statistical Adjustment Model (SAM) for remaining indicators of performance
    - Employment Rate 4<sup>th</sup> Quarter after Exit, Credential Attainment, <u>and Measurable Skill Gains (MSG)</u> continue in the phased-in approach
      - Illinois is interpreting the combined guidance to indicate assessment of these measures (and potential corrective action) will begin assessment and potential sanctions in PY2022



# Implementation of Performance Determination by Indicator

Title	Indicators of Performance	First Program Year for which Performance Success or Failure can be Determined <sup>1</sup>			
Title IB	<ul> <li>Employment 2<sup>nd</sup> Quarter after Exit*</li> <li>Median Earnings 2<sup>nd</sup> Quarter after Exit</li> </ul>	PY 2020			
Title IB	<ul> <li>Employment 4<sup>th</sup> Quarter after Exit*</li> <li>Credential Attainment</li> <li>Measurable Skill Gains</li> </ul>	PY 2022			



For WIOA Title IB Youth program, these indicators include placement in education or training.

<sup>&</sup>lt;sup>1</sup> TEN 14-21 provided further guidance on the individual indicator scores subject to performance assessment



# Illinois Guidance

- WIOA Notice 21-NOT-01 WIOA Title IB Performance Statistical Adjustment Model Implementation Pilot Project (November 2, 2021)
  - Attachment to WIOA Policy 3.0 Performance Accountability and Reporting
  - Outlines Illinois' phased-in approach
  - Pilot Project to implement timeline for assessing performance
  - Increasing corrective action year-over-year beginning in PY2020
    - Employment Rate 2<sup>nd</sup> Quarter after Exit and Median Earnings
  - Beginning PY2022
    - Employment Rate 4<sup>th</sup> Quarter after Exit, Credential Attainment and Measurable Skill Gains (MSG)
  - Consistent with Departments' guidance





# Illinois Pilot Project

- Illinois will continue to monitor available data and information
- Respond to any new guidance from the Departments
- Update the Statistical Adjustment Model as required
- Implement appropriate assessment procedures
- Revise the project as necessary
  - Implementation Program Years
  - Corrective Action
- Provide updates to LWIBs and stakeholders upon any new or changed information
- Require continued submission of data and information
- Negotiate on ALL indicators of performance for PY2022/2023 using SAM



# Phased-In Approach to Assessment

### **Employment 2<sup>nd</sup> Quarter after Exit and Median Earnings** PY2020 **Hold Harmless** PY2021 for Failure PY 2020 Technical PY2022 **General Technical** Assistance Assistance PY2021 PY2023 Mandatory Provided Corrective Action Technical PY2022 Optional PY2024 Mandatory Assistance for **Corrective Action** Technical Performance Failure Full Assistance Development of Improvement Implementation Recommended Available Reorganization Plan (PIP) of Corrective Performance Plan for Failure of Action and Improvement Same Measure Sanctions Plan (PIP) for Three Consecutive Years



# Phased-In Approach to Assessment

### **Employment 4th Quarter after Exit, Credential Attainment and MSG**

### PY2020-22 **Hold Harmless** PY2023 for Failure PY 2020-22 PY2024 General Technical Technical Assistance PY2023 Assistance PY2025 Provided Corrective Action Mandatory PY2024 Optional PY2026 Mandatory Technical **Corrective Action Technical** Performance Assistance for Full Assistance Development of Improvement Failure Implementation Available Reorganization Plan (PIP) of Corrective Recommend Plan for Failure of Action and Performance Same Measure Sanctions **Improvement** for Three Plan (PIP) Consecutive Years



## **Technical Assistance**

### General Technical Assistance

- Provided to ALL including LWIB members, CEOs, One-Stop Operators, Title IB Administrators, staff and other stakeholders through webinars, in-person training sessions and documentation
- Assistance in developing a Performance Improvement Plan (PIP) or modifications to local or regional plans
- Coordinated with local input
- Developed and presented with local input
  - State will seek input through surveys, webinars and other formats to develop information and materials
  - Representatives of local areas experiencing success in achieving positive outcomes will be selected to provide peer-to-peer presentations of best practices
- Available upon request to LWIBs seeking assistance in improving their performance outcomes in one or more indicators of performance
- Mandatory Technical Assistance
  - Focused approach with LWIBs where failure of one or more indicators may have occurred



# Performance Improvement Plan (PIP)

- May include, but not limited to:
  - Analysis of factors that may have led to performance failure
    - Performance reports
    - Policies
    - Processes
    - Staffing capacity and resources
  - Recommended resolutions to improve on any deficiencies identified from the analysis
  - Identification of corrective actions with progress benchmarks
  - Development and implementation of new or revised policies or processes
  - Commitment to continuous improvement
- Must be reviewed and approved by the State
- LWIBs encouraged to monitor progress of their PIP benchmarks throughout implementation





# Reorganization Plan

- Applies to an LWIB with failure of same measure for three (3) consecutive years
- May include, but not limited to:
  - Appointment and certification of a new Local Workforce Innovation Board (LWIB)
  - Prohibition of the use of eligible providers and one-stop partners that exhibit poor levels of performance
  - Consolidation, redesignation or dissolving of a local area
  - Other significant actions determined as appropriate
- Local Areas may appeal decision to impose reorganization plan
  - Must appeal within 30 days of receipt of notice of reorganization plan
  - May result in rescinding or revising reorganization plan







# Performance Resources



- Workforce Innovation and Opportunity Act: Public Law; Final Rules, Joint Rule and Labor Only
- Workforce Innovation and Opportunity Act Section 116(c)
- U.S. DOL Training and Employment Guidance Letter (TEGL) No. 11-19, Negotiations and Sanctions Guidance for the Workforce Innovation and Opportunity Act (WIOA) Core Programs (February 6, 2020)
- Training and Employment Notice (TEN) No. 14-21 (October 27, 2021)
- TEGL No. 10-16, Change 1, Performance Accountability Guidance for Workforce Innovation and Opportunity Act (WIOA) Title I, Title II, Title III, and Title IV Core Programs (August 23, 2017)
- TEGL No. 14-18, Aligning Performance Accountability Reporting, Definitions, and Policies Across Workforce Employment and Training Programs Administered by the U.S. Department of Labor (DOL) (March 25, 2019)



# Additional Resources Available

- WIOA Performance Indicators and Measures
- WorkforceGPS.org
- Performance Accountability Guidance
- Welcome to Performance Reporting
- WIOA ePolicy
- Chapter 3, Performance Accountability and Reporting (ePolicy)
  - WIOA Notice 20-NOT-01 WIOA Title IB Performance Statistical Adjustment Model Implementation Pilot Project





# What's Next in WIOA Performance Technical Assistance?

- November 17, 2021; 1:00 2:30pm
  - Measurable Skill Gains (MSG) Understanding the Measure and How to Accurately Report
- December 01, 2021, 1:00 2:30pm
  - Credential Attainment Understanding Reporting of Credentials
- December 08, 2021; 1:00 2:30pm
  - MSG & Credential Attainment Best Practices Virtual Roundtable
- December 15, 2021; 1:00 2:30pm
  - Employment-Related Measures Understanding Employment Rate and Median Earnings Measures
- Calendar Year 2022
  - Local Negotiations for PY2022/2023
  - **Career Planning**
  - **Effectiveness in Serving Employers**
  - Illinois Performance and Transparency System (IPATS)
  - Annual Statewide Performance Report
  - Youth Performance
  - **PIRL Reports**



All Technical Assistance sessions are tentative. To Subscribe to receive Workforce Weekly Professional Development Announcements: <a href="https://icsps.forms-db.com/view.php?id=149615">https://icsps.forms-db.com/view.php?id=149615</a>



# **Performance Contacts**



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Performance, Technology and Reporting



