



Missouri Division of Workforce Development
DWD Issuance 22-2017

Issued: April 4, 2018
Effective: April 4, 2018

Subject: Effectiveness in Serving Employers Performance Measure

1. Purpose: The Workforce Innovation and Opportunity Act (WIOA)¹ requires recordkeeping for six primary performance indicators. These indicators provide the accountability² required by the WIOA, and are obtained as specified by the WIOA's implementing regulations.³ This Issuance explains to workforce system staff how to properly identify and record in the statewide electronic case management system those employer services they deliver which count toward the sixth of these measures—Effectiveness in Serving Employers.

2. Background: Effectiveness in Serving Employers is unlike the other five performance indicators required by WIOA.⁴ It is a *shared* indicator across all six core programs (Adult, Dislocated Worker, Youth, Wagner-Peyser, Adult Education and Literacy, and Vocational Rehabilitation). Also, it is reported as a *combined* measurement for the State. Therefore, assembling the data for this indicator requires collaboration among the core program partners. States will report Effectiveness in Serving Employers on an annual basis, and the reporting period will be the program year.

The purpose of this performance indicator is to gauge how well the workforce development system meets three workforce needs⁵ of the business community:

1. Providing employers with skilled workers;
2. Building ongoing, productive relationships with employers and industry sectors extending over time; and
3. Providing quality engagement and services to all employers and sectors within State and local economies.

As a pilot procedure to implement this indicator, the U.S. Departments of Labor (DOL) and Education (ED) offered the states three options for measuring Effectiveness in Serving Employers. Each state had to choose at least two of the choices for reporting data. Missouri selected “Repeat Business Customers” and “Employer Penetration Rate,” which combined, produce the Effectiveness in Serving Employers performance indicator. DOL and ED will evaluate the states’ experiences with the various approaches. DOL and ED originally expected to identify a permanent, standardized indicator to replace the pilot approaches by the

¹ Pub. L. 113-128 [[29 U.S.C. 3101, et seq.](#)]

² WIOA Sec. 116(b)(2)(A) [[29 U.S.C. 3141\(b\)\(2\)\(A\)](#)].

³ [20 CFR 677.155](#), “What are the primary indicators of performance under the Workforce Innovation and Opportunity Acts?”

⁴ WIOA Sec. 116(b)(2)(A)(i)(VI) [[29 U.S.C. 3141\(b\)\(A\)\(i\)\(VI\)](#)].

⁵ U.S. Department of Labor, Employment and Training Administration, Training and Employment Guidance Letter ([TEGL](#)) 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.

beginning of Program Year 2019.⁶ However, DOL and ED recently announced⁷ they will conduct nationwide surveys and interviews with state WIOA administrators and employers to refine the indicator. They anticipate this process will require 36 months to complete.

Repeat Business Customers is the number of employer establishments that have used core program employer services during the current reporting period (current program year) that also have used core program employer services one or more times during the previous three program years. This can indicate whether employers who receive services from the core programs are satisfied with those services and become repeat customers. It also indicates the ability to develop and maintain strong relationships with employers over time. Therefore, it is critical to develop a long-term strategy to engage employers, to develop a relationship with them, to earn their trust, and to ensure they are aware of and understand the range of business solutions the workforce system offers.

Employer Penetration Rate is a percentage of employers using services out of all employers in the State. This tracks the percentage of employers who are using the core program services out of all the employers in the State. The number of employer establishments served within a program year will be compared to the aggregate total of State employers. That total will be based on the Bureau of Labor Statistics Quarterly Census of Employment and Wages.⁸

The Quarterly Census of Employment and Wages defines an “establishment” as a single economic unit, such as a farm, a mine, a factory, or a store, that produces goods or services. Establishments are typically at one physical location and are engaged mainly in one type of economic activity identifiable by a single industry code. For counting purposes, in the case of a large chain store or franchise employer, the business establishment is the local physical location, not the entirety of the company’s locations within the State.

3. Substance:

For **Repeat Business Customers**, Missouri Job Centers will uniquely identify each separate employer establishment served during the program year. (Chain, outlet, or franchise establishments must be clearly distinguished from each other.) As this data accumulates, repeat business customers serving during the previous three program years will be cross-matched. The Division of Workforce Development will collect the number of Repeat Business Customers from the State electronic case management system.

For **Employer Penetration Rate**, Missouri Job Centers will keep track of the number of establishments served within a program year, and the Division of Workforce Development will collect that data from the State electronic case management system and compare it to the aggregate number of employers in the State.

The Employer Penetration and Repeat Business Customers approaches are not based on individual participant data and are not to be derived from the Participant Individual Record Layout. Therefore, the State must establish processes and policies for collecting and validating data related to these

⁶ [TEGL 10-16, Change 1, page 25.](#)

⁷ “Agency Information Collection Activities; Submission for OMB Review; Comment Request; Analysis of Employer Performance Measurement Approaches,” [83 FR 9548](#), “March 6, 2018.

⁸ <https://www.bls.gov/cew/>.

approaches before reporting the outcomes to DOL.⁹ Because this is a performance measure, it eventually will affect funding to the State and the Local Workforce Development Areas. Therefore, it is vital that conscientious attention be paid to recording—thoroughly and accurately—all services rendered to employer customers.

The State will begin reporting outcomes on this indicator in October 2018.

4. Action: All staff providing employer services must accurately record those services in the statewide electronic case management system. “Record” means to select the appropriate code (see **ATTACHMENT**) for the service(s) given to each business. Record all applicable services for each employer at the time the service was provided.

The **ATTACHMENT** lists activities and their definitions that identify those activities as a staff-assisted service to an employer. Use this reference to determine which term is the best fit for the services provided.

This Issuance is effective immediately. Please distribute to all appropriate staff.

5. Contact: Please direct questions or comments regarding this Issuance to dwdpolicy@ded.mo.gov.

6. References:

- WIOA Sect. 116(b)(2)(A) [[29 U.S.C. 3141\(b\)\(2\)\(A\)](#)].
- [20 CFR 677.155–677.175](#) (Subpart A—State Indicators of Performance for Core Programs.”
- U.S. Department of Labor, Employment and Training Administration, Training and Employment Guidance Letter ([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, and [Attachment 4](#), “Table A— Effectiveness in Serving Employers Data Elements and Specifications,” and “Table B— Employer Repeat Business Customers and Penetration Rate.”

7. Rescissions: None.

8. Attachment: Staff-Assisted Services that Count for Effectiveness in Serving Employers

The Missouri Division of Workforce Development is an equal opportunity employer/program.
Auxiliary aids and services are available upon request to individuals with disabilities.
Missouri TTY Users can call (800) 735-2966 or dial 7-1-1.



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⁹ [TEGL 10-16, Change 1](#), page 30.

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Service Types	Staff-assisted Services that Count for Effectiveness (Repeat Business and Market Share Measures)	Entry Codes for Statewide Electronic Case Management System: Employer Service/Activity & Title (see DWD Issuance 08-2017)
Employer Information and Support Services	<p>Services designed to educate employers about, and engage them in, the local job market/economy and the range of services available through the local One-Stop delivery system. Services can include orientation sessions, workshops, or other business consultations, and may include providing information about:</p> <ul style="list-style-type: none"> • State and federal tax credits or workforce investment incentives (e.g., Work Opportunity Tax Credits [WOTC]); • Customized labor market information (LMI). This includes: <ul style="list-style-type: none"> ○ Information on state, regional and local labor market conditions, industries, occupations, and the characteristics of the workforce, skills that businesses need; ○ local employment dynamics information,* such as workforce availability, 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. <p>* Local employment dynamics is a specific program of the U.S. Census, reporting such information, located at: https://lehd.ces.census.gov/</p>	<p>E02 Participate in Job/Career Fair E03 Assistance with Job Order E04 Assist with Recruitment E05 Provide Labor Market Information E09 Agricultural Services Marketing E10 Customer Service Follow Up E11 DVOP Service Organization Outreach E12 Work Based Learning Contract E13 Job Development Contact E14 LVER Outreach E15 Make Business Presentation E16 NCRC Contact E17 Summer Youth E18 Work Based Learning Marketing E19 Participated in Workshop/Seminar/Conference E20 Provide Business Services Information E21 Provide Business Retention Assistance E22 ETT Contact E23 Show Me Heroes Contact E24 VEVRAA Federal Compliance E25 WREAP Contact E92 Notification to employer of potential applicant **E93 Notification to employer or résumés via Virtual Recruiter **E94 Employers view internal résumés **E95 Employers view external résumés</p> <p>**Automatically recorded by the system; no manual entry involved.</p>

DWD ISSUANCE 22-2017: EFFECTIVENESS IN SERVING EMPLOYERS; ATTACHMENT

Service Types	Staff-assisted Services that Count for Effectiveness (Repeat Business and Market Share Measures)	Entry Codes for Statewide Electronic Case Management System: Employer Service/Activity & Title (see DWD Issuance 08-2017)
Engaged in Strategic Planning/Economic Development	Either workforce investment strategic planning or business growth and economic development strategic planning. These activities may include participating in community-based 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.	E05 Provide Labor Market Information E16 NCRC Contact E20 Provide Business Services Information
Accessing Untapped Labor Pools	Establishments that create talent pipeline activities in partnership with the public workforce system. These activities include: 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.	E04 Assist with Recruitment E09 Agricultural Services Marketing E12 Work Based Learning Contract E13 Job Development Contact E17 Summer Youth E18 Work Based Learning Marketing E23 Show-Me Heroes OJT Contact E24 VEVRAA Federal Compliance E25 WREAP Contact
Training Services	Providing publicly funded training assistance, including customized training, OJT, and incumbent worker training. Note: incumbent worker distinctly listed below.	E12 Work Based Learning Contract E21 Provide Business Retention Assistance
Incumbent worker training services	Providing publicly funded incumbent worker training assistance.	E21 Provide Business Retention Assistance E26 Incumbent Worker Training
Rapid Response/Business Downsizing Assistance	Providing 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 closure(s), 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 national or other disasters.	E05 Provide Labor Market Information E21 Provide Business Retention Assistance E22 ETT Contact
Planning Layoff Response	Providing initial, on-site visit or contact to, 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 national or other disasters.	E05 Provide Labor Market Information E22 ETT Contact