**WorkforceGPS**

**Transcript of Webinar**

**Adapting Sector Training Strategies During the COVID-19 Pandemic: Lessons from America's Promise**

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LAURA CASERTANO: I'm going to turn things over to your moderator today, Megan Lizik. She's with the Chief Evaluation Office with the U.S. Department of Labor. Megan, take it away.

MEGAN LIZIK: Thank you so much, Laura, and good afternoon, everybody. My name is Megan Lizik, and I am, as she said, with the U.S. Department of Labor's chief evaluation office. I am the project officer for the America's Promise Evaluation, from which we're going to be hearing some early findings today.

I'd like to acknowledge how excited we are to be here to present this first set of findings from the America's Promise implementation study. We're going to be sharing a little bit more about how those grantees adapted their sector focused training strategies during the pandemic. And I also wanted to just acknowledge that we know how challenging it has been for all of you and all of us during these extraordinary circumstances presented by the pandemic. And so we look forward to sharing the lessons that we're learning from this project's implementation study to hopefully support the grantees ongoing efforts working with participants and employer partners.

As Laura mentioned, we love to hear who you are, where you're from, and also what grant program you're with. I know that we have more than just our America's Promise grantees with us today, so please feel free to share those details in the welcome chat.

And I also wanted to mention that I have Greg Scheib and Angela Brown, the America's Promise program administrators from ETA's Office of Workforce Investment here with me today. So we will all be around later on during the Q&A in case anything comes up.

Before we do get started, though, I wanted to take a step back and just share a little bit more both about the America's Promise grant program for those of you that that are less familiar with it, as well as a little bit about the evaluation that we're conducting. So the America's Promise grants were designed to create and/or expand regional workforce partnerships. These regional workforce partnerships are creating sector based career pathways and providing training to meet the needs of workers and businesses.

While originally the period of performance for these grants was from January 2017 through December of 2020 due to restrictions due to the coronavirus pandemic, started to affect these programs in March of 2020, and so these programs are still going on today, many of them. And we are going to be sharing some findings from kind of a mature and established point in the grantees' timeline. So they were going along with in-person programs and partnerships when the pandemic hit, and so today we'll hear a little bit more about how they, say, adjusted to new safety concerns and other social distancing requirements.

The America's Promise job-driven grant program evaluation, as I mentioned, is being managed by DOL's chief evaluation office in close collaboration with our ETA colleagues. The purpose of this study is really to examine how the programs were implemented, looking at how grantees created their sector strategy programs and developed a regional workforce partnership, as well as to evaluate the outcomes and impacts of these new programs for strengthening the pipeline of skilled workers who are preparing to gain or advancing employment in H-1B industries.

So that gives you a little bit of context for who we are and what we're doing in the bigger picture today. Joining us from Mathematica is our study team for the America's Promise evaluation, and they will be sharing the early findings with you in just a moment. Jeanne Belotti, is our project director overseeing all aspects of the evaluation for Mathematica. She has been studying all programs, including partnership efforts supported by the Division of Strategic Investments within ETA for 25 years.

Brittany English is the co-principal investigator on our study leading the America's Promise implementation component of the study. She is an expert in the workforce development system and has personally visited over 20 states and 30 local workforce areas over more than 10 years of her career and doing employment research.

And finally, we have Alicia Harrington. She is the evaluation service director. She has over 12 years of experience leading data collection efforts for the U.S. Department of Labor and for America's Promise. She oversaw the grantee and partner network survey data collection efforts and led virtual visits with grantees. So much of that data is going to inform findings that we'll share today as well as future implementation, I think.

With that, I will turn it over to Jeanne Belotti to tell us more about what they've learned.

JEANNE BELOTTI: Great, thanks so much, Megan. We are very excited to be here today to talk to you about some of our early findings from the America's Promise evaluation. So I'm going to start off quickly with an overview of the evaluation itself, expanding a little bit upon what Megan started discussing. And then I'm going to pass the baton over to Alicia and Brittany, who are going to talk through the lessons and findings around the shift to remote work and service provision, as well as the industry specific consideration that we saw in America from.

So the America's Promise evaluation began back in 2017, several months after these grants were awarded. So we've actually been at this for quite some time. We have three key components. So the first, which is the information that's coming out from this webinar, is part of the implementation evaluation. So the implementation study does involve all 23 of the grantees that received funds for America's Promise, and we've now completed all of our data collection.

So we conducted reviews of applications and other documents. We conducted a grantee survey virtual site visits during the pandemic with 18 of the grantees and telephone interviews with the rest, and also a partner network survey. And really the goal of doing the analysis of this qualitative data is to really draw out lessons learned as the grantees worked to develop and expand the regional partnerships and provide services that really aim to move participants into those middle- to high-skilled occupations and industries.

So the second component is an outcomes evaluation, which will also include the 23 partners. So for this, we're leveraging existing administrative data. I'm assuming most, if not all of you are familiar with the Workforce Integrated Performance System or WIPS, which is the data system that grantees use to report information on participants. And we're also combining that with the data from the National Directory of New Hires, which is a federal repository of unemployment insurance and wage data.

So this aspect of the study will include descriptive analysis to explore who enrolled in America's Promise, what services they receive and what outcomes they were able to achieve, including training, completion, certification and attainment, employment and earnings. And the analysis will really be particularly important in understanding how the participants fared during the pandemic as grantees really implemented these new strategies to serve them under some really extraordinary circumstances.

Within the last couple of days, our impact study and we plan to include about half of the grantees and those that are involved were informed this week about their involvement. So this is a quasi-experimental design. So we're also leveraging existing administrative data for this study, and we'll be comparing America's Promise participants with similar individuals receiving services through the Wagner-Peyser employment services program in order to estimate the impact of America's Promise on participants earnings and employment.

So this is just the beginning of the findings that we're planning on sharing with the Department of Labor and the world on this from the study. So we are working with DOL, the chief evaluation office, as well as colleagues over at EPA to develop a series of briefs over the course of this year on key aspects of implementation. And there will also be a comprehensive implementation report later this year. And then our final outcomes and impact report will be due in 2023.

So with that, I will pass it over to Alicia.

ALICIA HARRINGTON: Great. Thanks, Jeanne. So for today's webinar, we looked at a topic that I think has been at the forefront of everyone's mind over the last year, so that would be the COVID-19 pandemic and we considered its impact on sector trading strategies. So the pandemic is required some level of response and adaptation across all sectors as partnerships have had to adjust their operations and service delivery to meet the needs, both of employers and then also still ensure health and safety of their communities and their local workforces.

So to examine some of the adaptations of these sectors have had to make in 2020 in order to meet the challenges and needs of the times, we look specifically at the experiences of the America's Promise grantee partnerships.

So just before we get into this, I wanted to quickly clarify a couple of terms that you'll hear throughout the remainder of today's presentation. So we'll use the term "grantee" to refer specifically to the organization that was awarded the America's Promise grant funds. And then we'll use the term "partnership" to refer to the broader grantee organization, along with each of their required partners, which would also include employers.

So data informing this presentation was collected with 18 of the 23 America's Promise Partnerships through virtual site visits, which we conducted between August and October of last year. So it's worth noting that these grants were awarded in 2016. So these visits came at a time late in the grant period when many of the partnerships had already been established and matured. A virtual site visit discussion explored current partnerships and service delivery, and had specific questions related to how those relationships and processes had shifted as a result of COVID-19.

So in order to fully explore the partnerships from the perspective of all stakeholders, our virtual site visits included interviews with our key grantees, staff, frontline staff, staff from required key partners such as the institutes of higher education and workforce development agencies, employer partners; and in 11 of our 18 sites, we conducted focus groups of program participants.

So last spring, as states begin implementing stay-at-home orders, the 18 America's Promise grantees began to shift staff to virtual work environments and partnerships began adjusting operating procedures to allow for virtual service delivery. So next, I'll discuss the experiences of the 18 partnerships in making these changes.

So staff for all 18 grantees moved to remote work in March and April of 2020 as states and stay at home orders, these orders generally range from three and a half to 10 weeks before phase reopenings begin. So at the time of the site visits -- again, that was August to October -- 11 of these programs had already returned to some in-person operations. Now the approaches to reopening look different from pre-pandemic in-person operations, as some grantees organize staff into cohorts with staggered time in the office; whereas others used a mix of in-person and remote staff. So the infrastructure and staff experience that was needed to make the shift to remote work varied across partnerships.

Staff adjustments included a range of factors, such as adapting to being at home, using new technology and interacting with participants in new ways. The variation in adjustment was specifically seen in comparing experiences of community colleges and workforce grantees as this shift to remote work was often easier for community colleges that may have already been operating in some virtual capacity.

Specifically to community colleges we spoke with reported that some staff were already working virtually before the pandemic; while conversely, one of our workforce development partners that we spoke with had no remote work experience prior and needed upgraded technology in order to make this shift.

Some of the most noticeable changes came for frontline staff across all partnerships, who reported that the move to remote work was, in fact a major adjustment. So previously, in-person operations had afforded opportunities for frequent brief check-ins across staff, and that also helped facilitate the coordination of service delivery. So the shift to remote meant less frequent opportunities for these informal interactions.

So in addition to shifting staff to remote work environments, partnerships also shifted procedures for intake, case management and job placement to virtual settings. Of the 18 partnerships we spoke with, five briefly because new enrollments early in the pandemic, instead of shifting their resources to develop strategies to best serve their existing participants. The remainder of partnerships continued enrollment while adjusting service approaches.

The respondents at our site visits shared several successes and challenges related to these shifts. Partnerships that continued enrollment switched from in-person information sessions to online platforms such as Zoom or Google meet or use prerecorded videos. One partnership moved away from formal assessments, such as the test for adult basic education, and instead asked participants to submit a written response and conducted follow-up interviews as part of enrollment.

But continued enrollment also meant a change in logistics for processing paperwork. Five partnerships reported that the need for hard copy paperwork posed logistical challenges. In response, some partnerships got creative and held meetings with partners and outdoor locations such as parking lots and gas stations to complete paperwork. Other partnerships use software such as DocuSign. However, at least one respondent we spoke with, DocuSign Platform was actually confusing for participants.

So case management approaches that had shifted from in-person meetings to text message, and so three partnerships had reported that this allowed for greater flexibility for participants since it eliminated travel requirements from the time that would be associated with that. One case manager had actually reported that participants crave connection from -- during the pandemic and was actually more responsive to outreach, so other partnerships reported that frontline staff really struggled with the paradigm shift. Frontline staff in two partnerships, suggested that this was -- the switch had actually diminished the quality of case management as they lost that rapport and engagement that would come from in-person meetings.

So to assist with job placement, six partnerships used virtual job or career fairs. Respondents for these partnerships reported mixed success as they were found to be effective but required more planning and resources than in traditional jobs here would have. So with all of the changes and processes, a number of new participants challenges were introduced while other pre-pandemic challenges may have been heightened. Addressing these needs proved challenging for partnerships, despite their best efforts to repurpose resources and expand support of service networks.

So this slide outlines the most frequently reported program participant challenges that were noted during our visit, this transition to virtual services highlighted and in many instances exacerbated the digital divide. Eleven partnerships noted that participants lacked technology, including laptops, tablets, smartphones, and Ethernet cables or reliable access to the Internet. Only three partnerships, which were all led by community college grantees, reported that they were able to leverage resources to provide participants with laptops and Wi-Fi. Similarly, a majority of partnerships reported that participants lacked the requisite technology skills to use equipment effectively.

Also, a common pre-pandemic challenge partnerships reported, that child care issues were even more frequent at this time, as daycares and schools closed or moved to a virtual platform, leaving children at home. Concerns about exposure to COVID-19 pressure to enter employment quickly to pay for basic needs and increased and anxiety, increased anxiety and stress associated with the pandemic and the ongoing civil unrest pose further challenges for participants.

In response to these new challenges, partnerships strengthened existing connections to organizations that could provide food assistance, stipends, scholarships and rent and utility assistance and also ensure that participants were aware of other available community resources to partnerships. We spoke with also began making referrals to local health mental health providers for participants.

So now Brittany will take over and highlight how COVID-19 impacted the industries that were targeted by America's Promise.

BRITTANY ENGLISH: Great, thanks, Alicia. So give the sector focus of the America's Promise grants, the America's Promise partnerships provide an opportunity to learn about how different industries were affected by and responded to the pandemic. So I'll spend the remainder of today's webinar discussing these industry specific considerations, including considerations for training opportunities and job placement.

The America's Promise grants funded regional efforts to create and expand partnerships aimed at aimed at preparing workers for careers in middle- to high-skilled industries and occupations. Among the America's Promise partnerships, advanced manufacturing, healthcare and information technology where the most commonly targeted industries. So among the 18 partnerships that were included in the virtual visits, some focused on multiple industries. In our industry specific analysis will focus on these top three industries displayed on the screen.

So as you can see here, if you total across, it's not going to get to 18, given that multiple industry focus among some of these partnerships. So to get a better sense of industry trends prior to the pandemic, we looked at that national unemployment rates for sectors aligned with these top three industries.

So on the chart that's on your screen, the manufacturing line maps to advance manufacturing, and social assistance maps to healthcare, and then professional and technical services is aligned with IT. So as you can see, unemployment was below 4 percent in each of these industries prior to the pandemic but each experienced an unemployment spike spike in the spring of 2020. So although respondents described variation within and across their regional economies, industry patterns really did influence their approaches to both training and job placement, which I will discuss for each of these three industries.

So I'm going to start by talking through the trends we saw among the advanced manufacturing-focused partnerships. So all 11 partnerships that targeted advanced manufacturing discussed a period of initial shutdowns in local manufacturing facilities, respondents from five partnerships; however, reported no significant impact on regional manufacturing when facilities did reopen. But the remaining six discussed layoffs, furloughs and hiring freezes among manufacturing and their partners.

And as you'll see on the slide right now, the type of manufacturing present in each industry -- each region appeared to influence whether the industry experienced these expansions or contractions. So, for instance, declines early in the pandemic included manufacturing related to things like aviation products and parts, coal, and medical devices for elective surgeries; whereas those mentioning expansions and hiring included those manufacturing essential, essential healthcare goods and sanitation products, as well as home improvement products.

So meeting social distancing requirements and training facilities and on manufacturing floors posed a unique challenge for advanced manufacturing partnerships and the experiences varied by training program both across and within partnerships. So although some partnerships did not report major disruptions, some in partnerships reported that they discontinued or paused at least some advanced manufacturing classes because they required hands-on in-person training on manufacturing machines.

Seven partnerships ultimately moved to hybrid training models or adapted their in-person training offer approaches so that they can continue offering training throughout the pandemic. So some of these approaches included reducing class sizes, reconfiguring equipment to better allow for social distancing or rotating students across in-person sections, including sort of mixing virtual and in-person sessions to ensure that participants could actually get that hands on experience they were getting prior to the pandemic.

So beyond these shifts in training approaches, participants or partnerships also highlighted challenges related to participant and instructor discomfort with virtual learning and technology more generally. One of the things that we really heard through our visits was that participants tended to lack technological skills among those entering advanced manufacturing training; and that gap in technology skills really made it difficult to participate in virtual learning in a meaningful way. Similarly, the instructors who were used to teaching hands-on in-person classes were also not accustomed to this shift to online learning.

Additionally, two partnerships had planned to offer workspace learning, such as on the job training during employer furloughs and layoffs. They ultimately shifted to incumbent worker training purpose in order to help avert further layoffs or furloughs within their company.

OK. So shifting gears a little bit, I'll talk about the healthcare industry trends now. So of the 18 partnerships included in our visits, nine targeted clinical healthcare careers. So although the pandemic created a more acute need for essential workers, including clinical healthcare workers trained through the America's Promise partnerships, a pandemic related restrictions affected the types of positions needed and also posed barriers to training and certifying participants and then ultimately placing them in jobs.

So at the same time, the healthcare sector had to quickly develop new testing sites and COVID-19 treatment units in order to respond to the pandemic, and employers from these in these regions recognized the need for increased hiring to meet this new demand.

So employers and grantee organizations from three partnerships noted that the pandemic further heightened already acute shortages for clinical healthcare workers and their region's employers pointed to intense competition for workers both within and outside their communities. And one employer highlighted the hospital systems in neighboring states were offering very high wages to recruit healthcare workers; and again, this really further amplified their existing shortage of healthcare workers for their local community.

So the demand for healthcare workers also declined in some parts of the industry, however. Employers, most often hospital systems from six partnerships, noted that restrictions placed on elective surgeries as well as decreased demand for preventative and routine healthcare ultimately resulted in furloughs and layoffs among their employees.

I want to talk a little bit about some of the healthcare training challenges that partnerships encountered. All healthcare-focused partnerships moved to virtual training offerings in spring of 2020, with some of them moving to hybrid and in-person models in the summer and fall of 2020. So while the partnerships did pivot training approaches, five partnerships reported facing major disruptions due to the pandemic, and these were largely stemming from the required clinical training components and healthcare trainings.

So CNA training, for instance, often included clinical rotations in hospitals or the long term care facilities. However, due to the pandemic, access to these facilities was restricted. So eventually these placements could continue, but they often did so with reduced enrollment numbers.

So in addition to the delays with clinical training component, participants also face delays in completing certification exams. Some states paused their certification exams, rather than offering them virtually given the written and practical components of those exams.

So in addition to these disruptions to training offerings, some partnerships also reported decreased interest in healthcare fields due to concerns about contracting COVID-19. So training was really preparing individuals for positions as essential workers that were often responsible for doing things like conducting COVID tests or treating COVID patients; and participants who were enrolled in these trainings and expressed a hesitancy to take on employment in those positions, given the increased health risks that would come along with them. And they really expressed this in relation to also increasing risk for their family members who they might be taking care of as well.

So despite these challenges, some partnerships eventually identified creative solutions to overcome critical training delays and to ensure participants could complete training and enter employment. So one training provider, for example, worked with state licensing entities to ensure flexibility given the unprecedented conditions created by the pandemic, and they enable participants to gain clinical experience by actually practicing techniques on one another rather than in a clinical placement.

Another partnership sought to identify new clinical placement sites, such as in rehabilitation centers and place of hospitals or other long-term care facilities. As the pandemic progressed, some states were also taking steps to loosen licensing requirements for employment, given the critical need for healthcare workers. This allowed participants from four partnerships to enter employment without completing their licensing exams.

So when continued delays in clinical placements or exams prevented students from completing their training, partnerships also worked with employers to identify other placement opportunities to meet new needs stemming from the pandemic. So, for instance, employers from two partnerships work to create positions to support COVID-19 screening procedures. So individuals participating in America's Promise could enter employment, doing things like taking temperatures and completing screening questionnaires with hospital visitors and staff in place of the clinical positions they were being trained for.

OK. So unlike advanced manufacturing and healthcare, the partnerships that targeted the IT industry reported no detrimental effects of the pandemic on the industry excuse me, or its demand for workers. And in fact, three partnerships reported marked growth in the IT industry in their regional economies.

And as I'll discuss on the next slide, the IT partnerships tended to be very well-positioned for virtual instruction and compared to training providers in the other industries.

So IT partnerships, as I was mentioning, we're well-positioned to make the shift to virtual instruction and to continue supporting industry demand for workers. Of these 10 partnerships, five reported at least some of their technology training programs could be virtual or portions were recorded and making the transition more straightforward. Another two partnerships had already planned or begun to transition to virtual learning before the pandemic. So they simply accelerated those efforts, given the shift needed due to the pandemic; and then the remaining three reported supporting the transition with very few challenges, given the nature of these offerings, as well as just the technological proficiency of both instructors and those enrolled in these trainings.

So some partnerships adjusted the structure of IT courses to make online learning easier, for example, to partnerships, but the content of longer in-person classes into shorter online sections and also required participants to conduct more independent exercises. Another partnership added teachers assistants to all virtual offerings, and by doing so, the instructors were able to use smaller breakout rooms and Zoom to ensure participants could receive more individualized instruction in those teachers. Assistants could also monitor and respond to questions in the chat window while the main instructor led the lesson.

Across partnerships, respondents also described recording and posting training sessions to enable participants to listen to the material again as needed. So despite the smooth transition to virtual training, four IT partnerships noted uncertainty about the state of the economy, coupled with a larger supply of available workers seeming to affect participants job placement success.

So three of these partnerships had to put you on-the-job training, internships, externships, or apprenticeships on hold during the pandemic; and they noted that these opportunities had typically led to full-time employment placement. The other partnership indicated that although the technology sector had not slowed, employers were cautious about hiring new entrants to the industry given economic uncertainty. And one respondent described a deep IT talent pool in their region; wnd given the recession training, graduates were competing for jobs against highly qualified individuals with more work experience.

We also heard that the shift to work from shift to work from home positions among employers that the participants were facing national rather than regional labor markets in some cases.

OK. So although the pandemic created unique conditions that job training programs might not face in the future, the strategies used by the America's Promise partnerships offer insights into virtual service delivery and strategies for adapting service models under unexpected circumstances.

So the unprecedented shift to virtual services in 2020 helped partner startups establish a more agile infrastructure, such as things like user friendly online learning platforms, that partnerships can really leverage moving forward. Additionally, our industry-specific findings suggest both the advantages and disadvantages of using virtual platforms depends largely on the content and structure of training offerings. So as we mentioned, those training IT partnerships tended to be well-positioned to make that shift, just given their existing infrastructure and the technological skills of both their staff and participants.

The findings also highlight innovative solutions to address key challenges when adapting training models. So as the economy continues to evolve through the recession that resulted from the COVID-19 pandemic, regional partnerships can draw on these lessons, can continue adapting their approaches to support job seekers and meet the changing needs of their regional employers.

All right. So I think now we can go ahead and open it up to questions.

MS. LIZIK: OK. Thank you so much to all of our presenters here. We've got a few minutes here to take some questions. And so as you have some, please feel free to type them into the chat. So we'll start there. While you guys are thinking, I've got one here that I'd like to ask Alicia to take.

Alicia, it looks like there were some grantees -- of the 18, maybe seven grantees didn't report having challenges with technology, access or skills, and could you share, if you know any characteristics, for example, of perhaps the grantees' programs or their local setting or maybe a participant breakdown that you think might suggest being associated with having fewer challenges in these areas?

MS. HARRINGTON: Yeah. So among the cases where that wasn't cited as one of the largest issues, it looks like there's sort of a mix there. There are some higher ed grantees, some workforce, so that doesn't really -- not a clear cut out. But they did all have an IT aspect. So, you know, I think our assertion here is that a lot of the IT grantees may not have had some of these issues since their participants may have already been prepared just given the sector.

But yeah, other than that, I think everyone has sort of different sets of issues, but it seems like the IT area may have been shielded from some of those challenges.

MS. LIZIK: Mm-hmm. Yeah, we saw that in your findings. Thank you. I'm wondering if --I'm wondering if you could also speak to -- a little bit more about work-based training. I know that this is often a key component of many employment and training programs and is one that I think especially particularly in some sectors seem to have -- seem to have some challenges with not being able to be in person. So I'm wondering if you might also speak a little bit to kind of what you heard a little more about how they pivoted to some virtual or socially distanced work-based training or any examples you might have.

MS. HARRINGTON: Sure. So in terms of virtual or socially distanced work-based learning, again, I think the IT industry is where we can really look to more of the examples for that. So there were certainly some partnerships that we visited that were able to continue offering some of those work-based learning offer offerings virtually, just given the nature of those kinds of work opportunities. There was just generally more hesitancy on the part of employers to participate in them.

But there were certainly a few of those happening where it might be a very specific project that was something that someone was working on remotely. and some -- one of the other, I think, lessons to highlight here is some partnerships -- and this, I think was often true on the community college side -- actually, because the employer opportunities weren't there for those work-based learning offerings, they were able to do them, offer them themselves.

So they might be able to put someone in an OJT in another part of the community college to do some IT work. So there were some examples like that where looking to the work to kind of build the capacity of the actual grantee organizations and partners.

On the healthcare side we did still hear about some different CNA apprenticeship opportunities that were happening, but the issues there were really just around capacity. Placement sites were very hesitant to have a lot of folks there just given COVID restrictions. So while those things happened, they tended to just happen with far fewer participants than they would have previously.

And then I think, you know, thinking about the advanced manufacturing side, because some of those employers were facing those layoffs and furloughs and couldn't actually participate in an offering as they had planned, that's really when they were pivoting to incumbent worker training. So building the capacity of their existing staff with the hope of averting layoffs and then being able to participate in an on the job training offering again.

MS. LIZIK: Great. Thank you so much for for sharing some answers to those questions.

We'll give folks just another couple of minutes to ask any other questions that they might have. While you're thinking about whether you have any other questions, I'll just mention that the information that we're sharing today will eventually be available in a public brief as part of the suite of resources available for the implementation study, and that will be on the Department of Labor Chief Evaluation Office completed reports website. I gave you the link earlier in the presentation here, or if you Google that phrase, it will come up for you.

Additional findings from the implementation study will be coming out throughout 2021 with outcomes and impact findings becoming available more like the spring of 2023. So we look forward to sharing additional findings with you as they're available. And again, don't hesitate to check back to the DOL CEO's completed reports website to find the latest reports from this and other CEO-sponsored evaluations.

OK. So I don't see any other questions coming in at this time, so we'll go ahead and wrap up a few minutes early. If you do think of questions later that that you'd like to reach out and ask, feel free to reach out to myself, Megan Lizik, at DOL, or Jeanne Belotti, our project director at Mathematica. We'll be glad to answer further questions that you have.

Thank you so much.

(END)