



INDIANA
WORKFORCE
DEVELOPMENT
AND ITS **WorkOne** CENTERS

Workforce Investment Act
Annual Report

Program Year 2008
July 1, 2008 through June 30, 2009

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Indiana Department of Workforce Development Commissioner's Message

October 1, 2009

I am pleased to submit this year's Workforce Investment Act Annual Report for Program Year 2008. The Department of Workforce Development (DWD) enjoyed many accomplishments during the past 12 months and this document provides details of actions taken to deliver high-quality service and integrated programming to meet the needs of our customers.

As part of our integration efforts, DWD established standards for a demand-driven, skills-based, integrated service delivery model to produce consistency throughout the state. WorkOne employees "cross function" in their capacities so clients learn about all WorkOne services from each employee, rather than an employee who only represents a single program. This allows DWD to better serve each customer and meet the needs of our diverse customer base.



Over the summer, DWD successfully employed approximately 2,000 Hoosier youth at Indiana Department of Natural Resources sites through the Young Hoosiers Conservation Corps (YHCC) program. YHCC was funded through the American Recovery and Reinvestment Act summer youth employment program. Participants learned customer service, basic construction, historic preservation and greenway development skills. Additionally, each participant was provided with career counseling services to assist their transition into long-term employment after the program.

This year was the first full operating year for IndianaCAREERconnect.com, Indiana's online job matching service for those seeking employment and companies looking for qualified candidates. During the first year of operation, the site averaged more than 390,000 visitors a week and had over 250,000 resumes added to the system. Additionally, over 6,000 new employers registered on the site and WorkOne staff provided 75,000 employer services to the new and existing employers. Currently, there are over 25,000 available jobs listed on the site.

These programs, and others highlighted in this year's report, are made possible through the support and guidance provided by the United States Department of Labor. DWD appreciates our partnership with the agency and the many stakeholder groups across Indiana. Together, we are moving closer to our goal of delivering a world-class system for workforce development.

Sincerely,

Teresa L. Voors
Commissioner
Indiana Department of Workforce Development

Indiana's State Workforce Innovation Council and the SWIC as the Balance of State Workforce Investment Board

Indiana's State Workforce Innovation Council (SWIC) is the state board for Indiana's workforce investment system whose functions are explained in the Workforce Investment Act. Indiana's state board reviews the services and use of funds and resources under applicable federal programs and advises the governor on methods of coordinating the services and use of funds and resources consistent with the laws and regulations governing the particular applicable federal programs. The Governor appoints members to the council for two-year terms which are staggered so that terms of half of the members expire each year.

Based on a comprehensive study of labor markets, economic clusters, net migration and current infrastructure, the State determined that a structure comprising two workforce service areas most appropriately provides the workforce investment services for Indiana. Indiana's state structure has two workforce service areas, the Balance of State Workforce Service Area, comprised of 91 of Indiana's 92 counties, and Marion County. The local governing boards for these two areas are the State Workforce Innovation Council as the Balance of State Workforce Investment Board (BOS-WIB) serving the 91 counties and the Indianapolis Private Industry Council, which is the Marion County Workforce Investment Board, serving Marion County. The State Workforce Innovation Council oversees these two local boards, acting in its capacity as the State Board.

Indiana statute requires that the SWIC membership include those individuals required by the Workforce Investment Act, including reauthorizations of the Act, and that the membership represents the diverse regions of Indiana. Additionally, the state superintendent of public instruction (or his or her designee) must serve as a member of the SWIC. The SWIC has attempted to represent the broadest possible involvement of all the stakeholders in Indiana's workforce investment system.

The BOS-WIB oversees the 91 counties which are divided into eleven economic growth regions. Each of these regions has a Regional Workforce Board comprised of no more than sixteen members. The Regional Workforce Boards are charged with the local implementation of the policies, directions and goals established by the BOS-WIB.

The SWIC scheduled its customary quarterly public meetings during Program Year 2008. However, several additional meetings occurred which included nine Executive Committee Meetings to which all SWIC members and the public were invited. The SWIC complies with the State's Public Meeting and Open Records Statutes and 20 CFR Part 661.207 regarding conducting business in an open manner under the "sunshine provision" of WIA Section 111(g). For individuals with disabilities, all meetings associated with the SWIC are held in buildings in compliance with the Americans with Disabilities Act.

The State Board and the SWIC as the Balance of State Workforce Investment Board achieved remarkable goals and undertook exciting new work in Program Year 2008 as follows:

- In collaboration with partners throughout the State's workforce investment system, the SWIC/BOS-WIB developed new systems and structures that aimed at enhanced quality and consistency of service statewide.
- Each SWIC member received education and training regarding the dual roles and responsibilities of the SWIC as both State Board and the BOS-WIB. Each full membership meeting's agenda was separated by conducting State Board business first and then BOS-WIB business.

- The council developed new protocols for monthly budget-review, identifying a common set of definitions for expenditures and creating templates that will allow for the conversion of data to decision-driving information.
- The council scoped a series of training priorities and common definitions for “approved training.” The council approved guidelines, based upon curricular content, learning outcomes and assessment data, for the approval of training programs.
- A new director of adult and training programs was charged with developing and implementing, under the guidance of the BOS-WIB, a common set of assessment tools to measure the educational-attainment level, aptitude and career interests of the adult and dislocated populations; to develop and implement bridge programs for training in high demand sectors; and to develop and implement statewide innovative strategies for worker development.
- The SWIC voted to allocate the American Recovery and Reinvestment Act (ARRA) youth funding to the Balance of State Workforce Investment Board and to the Indianapolis Private Industry Council according to the allocation formula established for Program Year 2008 by DWD Policy 2007-34, Final Program Year 2008 Workforce Investments Act Adult, Youth and Dislocated Worker Formula Allocations
- The SWIC as BOS-WIB used the ARRA Youth monies to support a summer youth employment program in summer 2009 for eligible participants called the Youth Hoosiers Conservation Corps. This program provided an opportunity for Indiana youth to have positive work experiences while gaining measurable work readiness skills. The Indianapolis Private Industry Council in Marion County also conducted a summer youth program with ARRA funding.
- The SWIC voted to allocate the American Recovery and Reinvestment Act funding for WIA Title I Adult and Dislocated Worker activities to the Balance of State Workforce Investment Board and to the Indianapolis Private Industry County following the formula allocation formula established for Program Year 2008 by DWD Policy 2007-34.
- The SWIC as BOS-WIB developed an ARRA-funded program to sustain the enrollment of Hoosier adults and dislocated workers in occupational training which began in July 2009.
- The SWIC voted on the acceptance of the modification for the fifth and final year of the 2005-2010 State Strategic Plan which was submitted to the United States Department of Labor Employment and Training Administration on June 30, 2009.
- The SWIC and BOS-WIB reinvigorated the Youth Council that meets the requirements set forth in the Workforce Investment Act.
- The SWIC as BOS-WIB voted to adopt protocols for vetting and contracting with Regional Operators (one-stop operators) and youth service providers for each region’s WorkOne (one-stop) offices in the Balance of State Workforce Service Area. These will be three-way contracts with the 1) SWIC as BOS-WIB, 2) Regional Workforce Boards, and their 3) regional operators and their 3) youth service providers.
- The SWIC as BOS-WIB maintained a set of subcommittees whose purpose is to provide careful guidance and detailed oversight to the financial, programmatic and service-related operations of the eleven regions.
- The SWIC as BOS-WIB voted to establish an Executive Director for the BOS-WIB. The Executive Director named is the DWD Senior Deputy Commissioner for Policy and Performance.
- New committee structure that formalizes and empowers the SWIC’s role in providing strategic direction and oversight to the Workforce Investment System.

The Indianapolis Private Industry Council, the Workforce Investment Board for Marion County

The Indianapolis Private Industry Council (IPIC) had a productive PY2008. Activities focused on high quality programs with outstanding outcomes, stressed innovation and concentrated on aligning all of our programs under the WorkOne umbrella of services. Highlights of the year follow:

WorkOne Service Delivery Model

In April 2009, a new service delivery model was announced through IPIC's request for proposals to provide WorkOne services. This new model provides four integrated modules that will work closely to provide services focused on both employer and job seeker services. The modules include:

Business Solutions – provides employment solutions to employers. This module serves as project management for recruiting and placement projects and other employer workforce projects. Business Solutions will perform outreach into the employer community especially with those businesses that are high-demand, high-wage and/or high skill.

Placement and Recruiting – recruits and places job seekers with employers. They will work closely with the other units to recruit skilled candidates and to understand the employment needs of the employers. This module will work employer job orders and will work with skilled job candidates.

Educational Recruitment – is responsible for building the educational and occupational skill sets for Marion County's workforce. Not only will they refer qualified candidates to training, the module is also charged with recruiting education candidates that don't normally use our services.

Candidate Recruitment – has a more traditional role. They will work with candidates to get them prepared for work. That includes work readiness training and referral to Placement and Recruiting and Educational Recruiting. Their objective is to get candidates ready for training and ready for a job. Candidate Recruiting will also be responsible for community outreach.

Implementation of the new system began in July 2009.

YouthBuild

In October 2008, IPIC completed its first cycle of YouthBuild Indy, a US DOL-funded initiative that provided intensive, long-term education, job readiness and construction skills training to 37 low-income 18-24 year olds who had not completed high school. During this first program cycle, trainees rotated between a classroom site where intensive GED, job readiness, leadership development and community service activities were conducted and a construction site where they performed supervised construction rehabilitation work on a formerly abandoned home that will be sold to a qualifying, low-income family. IPIC began its second YBI training cycle with a new 37-person cohort in March 2009; this training cycle will end in October 2009.

Jobs for America's Graduates

In PY2008, IPIC began to expand its in-school JAG program. In Marion County, JAG is primarily WIA funded and is the in-school WIA youth program. IPIC procured JAG service providers during PY 2008. The RFP and contract stressed pay for performance based on specific achievements in mentoring, internships and business & community involvement. The objective is to ensure that our JAG students receive key services that will assist them in postsecondary education and in securing employment.

Youth Works Indy

IPIC used America's Reinvestment and Recovery Act youth funding for a summer youth program. The program planning started in the early Spring of 2009 and the program ran into August 2009. The program was designed to provide three specific components – Work Readiness, Work Experience, and Education.

Three variations of Youth Works Indy (YWI) were implemented.

- In-school youth – This program ran for six weeks. Five Marion County high schools operated the educational component of the program. Each student attended class for ½ a day to obtain credits that would assist them in graduating and to improve their ability to pass the GQE. Students also attend a week of ½ day job readiness training and five weeks of ½ day paid work experience.
- In-school medical youth – The program operated two consecutive four week programs. Students worked at hospitals and other medical facilities 3 days a week. On the other 2 days they attended educational sessions that resulted in First Aid, CPR and HIPPA certifications. During those two days they also received work experience training.
- Out-of-school youth – The program operated for six weeks and was set up very similar to the in-school youth program. The primary difference was related to the educational component. The youth either worked toward a GED or if they had a high school or GED diploma, they attended one of five different occupational training programs.

The YWI program provided work readiness, education and paid work experience to over 600 Marion County youth.

Apollo 13: Re-Entry Success

IPIC continued to administer Apollo 13, an innovative job readiness and placement initiative for young adults who require workforce services to assist in their re-entry from incarceration. IPIC is one of only five grantees selected nationwide by the US DOL to administer this unique “Beneficiary Choice” pilot program, in which qualifying 18-29 year old Marion County residents (who are within 60 days of their release from incarceration) receive short-term, intensive services geared to help the ex-offenders prepare for and find employment. More than 400 re-entering ex-offenders will be served through this pilot program, which runs through December 2009.

Indiana's WorkOne Centers and WorkOne Express Offices



Indiana's eleven regions and Marion County each have at least one chartered WorkOne Center and several chartered WorkOne Express offices (one-stop offices). All are designed to meet the needs of customers through the employment service (Wagner-Peyser), unemployment insurance, Workforce Investment Act services, and other partner programs. During Program Year 2008, 5,437 employers were served through WorkOne offices and the Wagner-Peyser labor exchange system served 343,136 participants.

During Program Year 2008, efforts continued to focus on implementing an integrated service delivery model designed to ensure that customers received uniform, efficient, and high-quality service regardless of funding stream at all WorkOne locations. Indiana's integration strategy resulted in the creation of a shared customer pool and substantial co-enrollment in its one-stop system.

The foundation of the state's integration efforts is the Customer's Bill of Rights. Indiana recognizes that customers have:

- The right to know their skills
- The right to improve their skills
- The right to find the best job that matches their skills.

Though each regional workforce board and the Indianapolis Private Industry Council are responsible for their own service delivery, the state established minimum standards for a demand-driven, skills-based, integrated service delivery model to establish consistency throughout the State. WorkOne employees "cross function" in their capacities so clients learn about all WorkOne services from each employee, rather than an employee who only represents a single program. WorkOne offices are integrated into functional units and not separated by program or funding stream.

The minimum integration standards for WorkOne offices are defined in DWD Policy 2007-20, entitled "Regional Integration Policy." In part, the policy specifies co-enrollment, leadership and management, functional units, and a single branded image, as explained below.

Co-enrollment

The integration policy requires co-enrollment (when eligibility permits) at a minimum as follows:

1. All customers shall be enrolled in Wagner-Peyser.
2. All customers eligible for WIA Adult shall be co-enrolled in the WIA Adult and Wagner-Peyser programs.
3. Customers who have met the criteria for the WIA Dislocated Worker program shall be co-enrolled in the Wagner-Peyser, WIA Adult and WIA Dislocated Worker programs.

4. Customers who are eligible for the Trade Adjustment Assistance (TAA) program shall be co-enrolled in the Trade Adjustment Assistance, Wagner-Peyser, WIA Adult and WIA Dislocated Worker programs.
5. Youth over the age of 18 shall be co-enrolled in the Wagner-Peyser and WIA Adult programs. Youth shall also be co-enrolled in the WIA Dislocated Worker, Trade Adjustment Assistance, and Veterans' programs as appropriate to the individual's circumstances.
6. Customers who are eligible for the Veterans' program shall be co-enrolled in the Veterans', Wagner-Peyser, and WIA Adult programs. If the Veterans' customer is eligible for the Trade Adjustment Assistance program, s/he shall be co-enrolled in the Veterans', Wagner-Peyser, WIA Adult, WIA Dislocated Worker and Trade Adjustment Assistance programs.

Leadership & Management

DWD Policy 2007-20 required the establishment of a multi-disciplinary leadership team with a clear understanding of the objectives of integration and each of the funding sources utilized to provide services through the WorkOne system. These teams developed a functional and formal supervision/reporting structure for all employees at each WorkOne office. This reporting structure is independent of funding source and is based upon the needs of the local area and each specific office. A designated functional supervisor was named for each WorkOne and was authorized to organize staff by function, designate functional unit supervisors and establish the purpose of and manage each functional unit in conjunction with the regional operator.

Functional Units

Functional staff units were established for each WorkOne consisting of a Welcome Function, Skills/Employment Function and an Employer Services Function.

- Welcome Function staff strives to meet all new customers and assist them in an initial skills assessment in the welcoming process. Based upon the outcome of the assessment, customers are channeled to the Skills/Employment Function.
- In the Skills/Employment Function, each customer is offered remediation in any basic skills deficiencies identified in their initial skills assessment. The focus to the extent possible is on GED attainment, workforce certifications, two-year degree attainments and demand-driven, skill enhancement and development. Also, skills/employment staff assists WorkOne customers in finding employment through quality job referral, staff-assisted job search and skills certification.
- With the Employer Services Function, each staff person builds relationships with employers, identifies opportunities to address employers' human resource challenges and markets a robust employers' product line.

WorkOne Brand

The state adopted a single, branded image, that of "WorkOne" for all locations.

WorkOne Triage Process

Because of the large number of unemployment insurance customers visiting WorkOne offices during the last year, DWD Field Operations issued DWD Policy 2008-33, WorkOne Center and WorkOne Express Triage Process, in March 2009. This policy explained methodologies that all WorkOne staff greeting customers could use to ensure that all WorkOne customers were served in the most effective manner possible with the intent of providing customer satisfaction.

New “Prototype” WorkOne Offices

Two new "prototype" WorkOne offices opened in Lafayette and Vincennes in spring 2009. These new centers feature an open design, built with customer comfort in mind. The layout supports the integrated service delivery model which allows staff to work together in providing a broad variety of seamless services to customers. Equipped with computers and training rooms, each office offers access to Hoosiers who want to improve their job skills. In addition, a complete array of employment and training services are offered including job matching, career counseling, skills enhancement and resume coaching. The Vincennes WorkOne is on the campus of Vincennes University, putting additional educational opportunities at Hoosier’s fingertips.

Career Advancement Account Grants Awarded

DWD received a demonstration grant to pilot Career Advancement Accounts (CAA). CAAs are self-managed personal accounts designed to enable incumbent workers to access and fund a variety of job training and career advancement programs in high-growth, high-demand occupations as identified in the state’s Strategic Skills Initiative report.

CAA accounts are targeted to three distinct projects. Those are:

- 1) State administered CAAs for incumbent workers laid off from non-Trade Adjustment Assistance certified employers;
- 2) CAAs offered in conjunction with the Advanced Manufacturing Awareness and Image campaign; and
- 3) Regionally-based CAA demonstration projects.

In Program Year 2008,

- DWD awarded grants to five regions in the state, which totaled \$1,312,000.
- Total obligations for CAAs through June 30, 2009 equaled \$1,640,803.
- A CAA participant may be awarded up to a maximum of \$6,000 for CAA training.
- The total number of participants as of June 30, 2009 was 745.
- 297 participants are in Associates, Bachelors and community college programs.
- 435 participants have received industry-recognized credentials.
- 13 participants are in other training programs.

The grants have been awarded to:

- ◆ The Center of Workforce Innovations, Valparaiso/Region 1, covering Northwest Indiana. In PY2008, a \$243,250 state grant was issued for CAAs to target at a minimum 35 individuals who were seeking training at Region 1 WorkOne offices. As of June 30, 2009, Region 1 had issued 156 CAAs for training and is expected to issue an additional 31 accounts in the upcoming program year.
- ◆ Partners for Workforce Solutions, Fort Wayne/Region 3, covering Northeast Indiana. In PY2008, a \$450,000 state grant was issued for CAAs to target at a minimum 120 individuals who were seeking training specifically in Information Technology occupations at Region 3 WorkOne offices. As of June 30, 2009, Region 3 had issued 282 CAAs and is expected to issue 40 additional accounts in the upcoming program year.
- ◆ Alliance for Strategic Growth, Inc, Muncie/Region 6, covering East Central Indiana. In PY2008, a \$337,500 state grant was issued for CAAs to target at a minimum 90 individuals who were seeking training specifically focused on healthcare occupations at Region 6 WorkOne offices. As of June 30, 2009, Region 6 had issued 129 CAAs and is expected to issue 30 additional accounts in the upcoming program year.

- ◆ REACH, Inc, Columbus/Region 9 covering Southeast Indiana. In PY2008, a \$93,750 state grant was issued for CAAs to target at a minimum 25 individuals who were seeking training specifically focused on Advanced Manufacturing occupations at Region 9 WorkOne offices. These grants were in conjunction with a Tomorrow's Manufacturing Workforce grant in Region 9. As of June 30, 2009, Region 9 had issued 102 CAAs and is expected to issue 34 additional accounts in the upcoming program year.
- ◆ Grow Southwest Indiana Workforce Board, Inc., Evansville/Region 11, covering Southwest Indiana. In PY2008, a \$187,500 state grant was issued for CAAs to target at a minimum 50 individuals who were seeking training at Region 11 WorkOne offices. As of June 30, 2009, Region 11 had issued 76 CAAs and is expected to issue 25 additional accounts in the upcoming program year.

Dislocated Workers and Rapid Response

During Program Year 2008, the DWD Dislocated Workers' team coordinated and assisted with 159 Worker Adjustment and Retraining Notification Act (WARN) notices. The team worked in conjunction with DWD's eleven Regional Workforce Boards, their regional operators and the Indianapolis Private Industry Council and the WorkOne locations throughout Indiana. The displaced workers received services which included one or more of the following:

- Rapid Response Orientations
- Community Coordination of Resources
- Workshops
- Strategic Planning Sessions

Navistar TAA Dislocation Event

In February 2009, Navistar issued a WARN notice that affected 1,300 workers in Indianapolis. While 400 of those workers are still employed, WorkOne Indianapolis has enrolled and served approximately 94% of the 900 workers dislocated to date. Working with its partners, Navistar and UAW, a special service site was set up with on-site computer based application taking and computer training and with dedicated staff to assist the dislocated workers with UI, TRA, TAA, training, work readiness workshops and re-employment plans. The on-site training was a unique feature that was welcomed by Navistar, UAW and especially the affected workers.

Trade Adjustment Assistance (TAA), Alternative Trade Adjustment Assistance (ATAA) and Health Coverage Tax Credit Program Highlights

During Program Year 2008, the DWD Dislocated Workers' team:

- Reviewed and approved 5,580 training contracts
- Processed 324 workers' benefits from the ATAA wage subsidy program for older workers that provides a wage subsidy of 50% of the difference between a worker's old and new wages. The maximum amount is \$10,000 or two years' duration, whichever comes first.
- Received 53 Indiana companies' Trade Adjustment Assistance certifications from the U. S. Department of Labor and coordinated benefits with the affected employees. As of June 2009, 15,781 Hoosiers are potentially eligible to receive TAA related benefits.
- Notified potential participants of eligibility and maintained eligibility for 815 workers who received benefits provided by the Health Coverage Tax Credit Program (HCTC). This program is a federal tax credit that can pay 80% of the qualified health plan premiums for eligible TAA or ATAA recipients.

Dream It. Do It.

Dream It. Do It. is a project of the National Association of Manufacturers (NAM), National Manufacturing Institute (NMI). It is a multi media and multi activity based approach to broaden awareness about careers in manufacturing. It is designed to: redefine the image of manufacturing jobs, showcase the industry's wide range of opportunities, and to grow and re-engineer education and training programs in these sectors.

Conexus Indiana has been designated by NMI as the statewide Dream It. Do It. license holder for Indiana. Conexus Indiana is the catalyst to position Indiana as the recognized global leader in advanced manufacturing and logistics (AML). It is building industry partnerships and exploring new market opportunities, preparing Hoosiers to take advantage of manufacturing and logistics careers, and promoting a better understanding of the importance of these sectors to our economic future.

Three Indiana economic growth regions (EGR) are currently participating in Dream It. Do It. related activities: EGR 9, EGR 5, and EGR 11. The related activities associated with Indiana Department of Workforce Development grants include the following:

- AML career awareness activities for educators and youth
- Industry supported training activities for secondary and post-secondary students
- Technical assistance and cross-regional collaboration activities
- Student internship opportunities
- Comprehensive marketing campaign
- Catch and referral communication delivery system
- AML training asset mapping

IndianaCAREERconnect.Com

The Indiana Department of Workforce Development launched IndianaCareerConnect.com on July 1, 2008. IndianaCareerConnect.com is the state's official labor exchange system that connects job seekers and employers.

The State spent Program Year 2008 monitoring, enhancing, and improving the labor exchange system to support WorkOne office operations while enhancing job-matching capabilities for Hoosiers and employer service delivery for Hoosier employers. During the first year of operation, the site averaged more than 390,000 visitors a week and had over 250,000 resumes added to the system. Additionally, over 6,000 new employers registered on the site and WorkOne staff provided 75,000 employer services to the new and existing employers. Indiana CareerConnect.com currently features more than 25,000 open positions in Indiana.

IndianaCareerConnect.com is linked to both the TrackOne Case Management System and UpLink (the state's unemployment insurance system) through the use of enterprise service bus technology. This technology allows the electronic communication between these three vital systems. The three systems share new and updated participant registration information.



JAG-Indiana, Jobs for America's Graduates



Jobs for America's Graduates (JAG) is a national, not-for-profit organization established in 1980 to assist states in creating dropout prevention and school-to-career transition programs at a statewide level. Currently, JAG is in 32 states and the District of Columbia and is listed by the American Youth Policy Forum as one of the top six youth development and employment models in the nation. JAG is administered in Indiana by the Indiana Department of Workforce Development.

JAG-Indiana has implemented a multi-year program targeting at-risk high school juniors and seniors. Thirty-five to forty-five students are selected per program by an advisory group consisting of a JAG Program Specialist, high school counselors and administrators, and workforce program managers. A program can consist of multi-year students, juniors and seniors or only juniors or seniors. Students who have low academic performance, excessive absences, low or no work experience and low marketable occupational skills are selected for the program.

The program's goals are as follows:

1. The number one goal of the JAG program is for participants to complete their diploma or GED. Students receive basic skill assessments and remediation where needed.
2. The second goal is the attainment of employability skills. Students are taught 37 core competencies with the possibility of 81 total competencies to assure a strong attachment to the labor market. The primary problem for at-risk students is that they do not possess the skills they need for employment and they lack opportunities for gaining those skills. JAG teaches these skills and prepares them to find a job, and/or pursue postsecondary education.
3. The third goal for JAG graduates is to remain employed full-time after graduation. Students receive 12 months of follow-up services.

With the JAG model, tutoring is provided to assure academic completion. Also, students receive adult mentoring. The JAG specialists provide individual attention and identify specific barriers to success. The barriers may include academic problems, life skills, personal skills, and social or economic barriers. Students receive one full year of follow-up service after graduation. The JAG-Indiana graduation rate of 85% includes one year of follow-up for 2007-2008 students. The four-year JAG-Indiana graduation rate of 80% for 2008-2009 does not include the one-year of follow-up.

The JAG specialists and the regional program managers work to provide job placement services. The specialist must nurture employer contacts and special services contacts. This involves employer marketing and job development to identify placement opportunities for students. Also, the specialist assists students in postsecondary educational opportunities and helps them navigate the financial aid process. Twenty-eight percent of 2007-2008 graduates pursued post-secondary education.

In addition to class work, students participate in a highly motivated student-led Career Association that promotes community involvement, personal responsibility and leadership. Two annual conferences are sponsored by the Department of Workforce Development: Fall Leadership Development Conference and the Spring Career Development Conference.



Left to Right: Governor Mitch Daniels Receives Award; Miss America, Katie Stam, from Seymour, Indiana and Darrel “Coach D” Andrews

Officers of the JAG Career Association were invited to attend the Leadership Development Conference in September 2008. The conference featured a motivational speaker, JAG graduates, a leadership workshop, various presentations and an appearance by Governor Mitch Daniels. Governor Daniels, who spoke to the enthusiastic crowd of students, received the Founder’s Award from the Jobs for America’s Graduates (JAG) program for his leadership and sustained commitment in bringing this national initiative to Indiana. The award was presented by Ken Smith, President of JAG-National.

The Jobs for America’s Graduates (JAG) Career Development Conference was held April 2009 in Indianapolis. The conference featured guest speakers, competitions, and workshops. Among the guest speakers at this year’s conference were Miss America 2009, Katie Stam from Seymour, Indiana, Rupert Boneham from the reality television show “Survivor,” and featured speaker Darrel “Coach D” Andrews, who offered an upbeat, exciting and inspirational presentation to the students. Student competition categories that were featured included: public speaking, interviewing, problem solving, conference program cover design, and community involvement. At the 2009 event, three \$5000 scholarships were awarded to top students in interviewing, public speaking and conference program cover design.

Jobs for America’s Graduates uses an internet-based data management system to track data on

- Participants served
- Services delivered
- Outcomes achieved

This data is used for research, evaluation and the accreditation process. These reports ensure program compliance, provide recommendations and improvements, and help in assessing measurable results.

With the Indiana Department of Workforce Development and with direction from the Balance of State Workforce Investment Board and the Marion County Workforce Investment Board, JAG has expanded to include 30 programs throughout Indiana in Program Year 2008. JAG is expected to expand in the upcoming year to include 52 programs. Forty percent of graduates were employed or entered the military upon graduation.

During the 2008-2009 school year, 895 students received WIA services through JAG. A survey by the U. S. Chamber of Commerce found that 98% of employers involved with the JAG model hired JAG graduates. Eighty-six percent of those employers said that JAG graduates exceeded, or greatly exceeded their expectations.

JAG National recognized Indiana for serving the largest number of students with the greatest number of barriers to success. Barriers include poor academic performance, attendance issues, disciplinary referrals, family problems and other issues in their living conditions. Additionally, Indiana was one of the top 5 states recognized for serving students with the lowest Grade Point Average (GPA).

JAG Participants' Stories

At the JAG Leadership Development Conference held in September 2008, eight recent JAG graduates from Ft. Wayne's Elmhurst High School were recognized for earning more than \$300,000 college scholarships for the 2009 school year.

Also, at the September conference, a JAG graduate and a JAG student gave inspirational speeches to the JAG students who were attending from JAG programs throughout Indiana. The JAG graduate, who is currently attending Indiana University Purdue University at Indianapolis (IUPUI), said she was the first person in a family of nine to attend college.

One student in particular was affected by Coach D's positive words. The student noted, "the conference showed me that although statistics from the world show that I shouldn't succeed, others want me to, and it helps to inspire me to keep going, and always believe that things can get better. Coach D notes, 'It can be done,' and those words have resonated deeply with me."

JumpStart

The Indiana Department of Workforce Development awarded a \$1.4 million grant to Economic Growth Region 9 to develop, implement, and sustain innovative training and education programs. The Indiana Region 9 Workforce Board collaborated efforts with Ivy Tech Community College to develop the JumpStart program. JumpStart houses four certification projects. Each JumpStart project focuses on a different part of the advanced manufacturing sector in anticipation of the employment needs of the Honda plant in Greensburg and the expansion of the Cummins Engine plant in Columbus.

JumpStart presents four manufacturing certifications in various aspects of manufacturing: Computer Numerical Control (CNC), Manufacturing Skill Standard Certification (MSSC), Management and Supervisory Institute (MSI), and Industrial Maintenance. Ivy Tech designed the training to be compact, customized, and fully transferable among employers. 140 individuals enrolled in JumpStart during program year 2008. Most of these individuals are incumbent workers. The training significantly raised participants' skill levels. Participants received national certifications from organizations such as the Manufacturing Skills Standard Council, National Institute Metalworking Skills (NIMS) and American Welding Society. Participants have also earned Career Development Certificates and college credit from Ivy Tech Community College.

MindLeaders

In our customer driven model, our promise is to give every customer an opportunity to develop their skills. MindLeaders business subscription (covering over 740 topics ranging from basic computer skills to advanced business skills) was a new state-of-the-art training product introduced into WorkOne offices in July of 2008. MindLeaders, an individual, performance improvement, self-paced e-learning tool, has been in business for 26 years with a clientele of over 900 government and private companies. MindLeaders course training can also be used in a traditional classroom setting if all participants have been issued a license.

After customers register in a WorkOne office and receive a short assessment, the customers find out about gaps in their skills levels. Customers may qualify for a one-year MindLeaders license which gives them 24-hour access to 740 online courses to enhance their skills. The MindLeader's site is dynamic and customers can fit their specific training needs with their schedule. More than 11,000 licenses have been issued to customers in Indiana. The license includes video courses, pre- and post-skill assessment, an index for quick reference, and technical support.

Job seekers have their own transcript showing the courses they have taken and the degree of mastery. Because MindLeaders releases new courses quarterly, customers have additional courses to select from to improve their skills. MindLeaders provides a tracking system based on individual workers, locations and regions. This tracking system assists the State in managing usage and license supply.

National Emergency Grants

During Program Year 2008, DWD continued to operate National Emergency Grant (NEG) IN-07, a \$3.6 million dollar grant designed to assist workers affected by the closure of ATA Airlines and NEG IN-06, a disaster recovery grant providing workers to assist in the recovery efforts after floods devastated large areas of the State in June 2007.

In addition, the State applied for two new NEG's, the first, to assist in retraining for workers who lost their jobs when the recreational vehicle industry collapsed during the early stages of the recent economic downturn. That grant, IN-08, has received a first increment of \$3.5 million and is providing retraining services to hundreds of Hoosier workers and in some cases, other supportive services. The second NEG request was a disaster NEG to assist in recovery from storms and flooding in September 2008 that affected 34 counties of Indiana's 92 counties. That grant, IN-09, was for \$720,000 and has employed more than 110 Hoosiers in temporary jobs restoring infrastructure damaged by the storms and flooding in the affected counties.

Oversight Data Element Validation

Data validation is a federal initiative designed to improve the overall quality of data submitted and reported on all United States Department of Labor (USDOL) employment and training programs. The initiative was launched in 2001 and continues through Program Year 2008. The seventh round of Workforce Investment Act data element validation began in October 2008, conducted by DWD's Oversight Division. The project was completed in January 2009 consistent with USDOL requirements.

Research and Analysis

The 2008 program year has been an exciting one for Research and Analysis' Business and Workforce Studies team, despite the concerns and challenges arising from the economic downturn. The development and refinement of several tools has provided the opportunity to drill down and combine administrative records that the agency already collects to provide new insights and answers for a wide variety of questions that relate to the training needs and occupational transitions of the Hoosier workforce. Tools still under development hold the promise of additional capabilities that will emerge over the course of the 2009 program year. Continued use of these products has developed deeper competence among staff members, resulting in adaptations and enhancements of outputs and reports.

Indiana's Toolbox

- **Indiana Career Connect (ICC)** – Indiana's job-match system, with access permitting flexible and immediate analysis of the applicant pool available for business attraction/expansion efforts of every stripe.
- **Indiana County Estimates (ICE)** – modeled on the Small Domain Estimator developed by the Illinois Department of Employment & Training in cooperation with the National Opinion Research Center, Indiana's version of this system will generate monthly estimates at the county level that are comparable in scope to the statewide and Metropolitan Statistical Area (MSA) estimates produced by the Current Employment Statistics program.
- **Indiana Workforce Intelligence System (IWIS)** – in development as a research database for three years as a cooperative effort with the Indiana Business Research Center of Indiana University, the IWIS system permits robust, flexible and speedy mining of the administrative data collected by the Department of Workforce Development, such as employer, claimant and wage records. Through data-sharing agreements with the Indiana Commission on Higher Education and the Indiana Department of Education, IWIS is now able to serve as a bridge in connecting detailed training records for students at the state's public colleges and universities with subsequent employment, examining outcomes for unemployed workers who pursue additional training. Adult Education and student data from Indiana's public high schools will provide additional breadth and depth to the training and employment connections. The system has explicit safeguards protecting individual records and focuses on aggregated data and trends of movement into, through and out of the workforce and education systems. The deployment during the 2008 program year of the first iteration of the IWIS interface has been a huge step in allowing staff other than database analysts direct access to the power of this tool.
- **Transferrable Occupational Readiness Quotient (TORQ) Software from Workforce Associates**– initially acquired during the 2007 program year, this web-based software powerfully leverages the vast amount of detailed data on knowledge, skills and abilities (KSAs) required for successful performance at each of the occupations included in the O*Net database. TORQ analyzes the overlaps and gaps between the KSAs of two occupations and develops an indexed GrandTORQ, as well as component measures, representing the alignment of skillsets between the occupations. TORQ analysis can be used to suggest promotional opportunities or alternate career choices for current or dislocated workers, or expand to the potential labor pool for potential employers by identifying additional labor available with small to moderate training investments.

As staff members have gained experience with the software, the team has been able to customize some outputs into more user-friendly formats for use at Rapid Response events.

- **Hoosiers by the Numbers** - The Department continues to maintain its labor market information website, *Hoosiers by the Numbers*, located at <http://www.hoosierdata.in.gov>. This site is designed around the needs of our four major customer groups: economic developers, educators, employers, and job seekers. Datasets and publications are updated on a regular basis per a release schedule. Customer feedback indicated that clients preferred electronic or Internet availability of labor market information products. All publications and data are made available in a wide variety of formats (i.e., Excel, PDF, Word, etc.). Users are now able to download data into their format of choice.

Special Studies/Projects

- **Claims/Claimant Analyses** – As Indiana’s unemployment insurance claimant population has escalated, Research & Analysis has been called on repeatedly throughout the year to provide analysis and tracking of claims from specific industry sectors and subsectors, such as recreational vehicle manufacturers and auto parts and assembly.
- **Extended Unemployment Analysis** – With the introduction of additional types of unemployment benefits (e.g., Emergency Unemployment Compensation and State Extended Benefits) in response to the recession, tracking claimant population through the benefit system acquired additional layers of complexity. Through a detailed study of matched claimant records over time, information on the percentage of claimants who exhaust benefits within one benefit category and transition to other programs could now be determined.
- **National Emergency Grant (RV and Auto Assembly/Auto Parts industries) Support** – As concentrated industry sectors experienced severe disruptions during this recession, the Department of Workforce Development applied for two National Emergency Grants during the program year. The Business & Workforce Studies team supplied detailed information on claimant characteristics such as age and educational attainment, as well as identifying closely allied sectors through examination of claims and employment patterns.
- **Rapid Response Support – American Trans Air, Chrysler, Firestone & Navistar** – Business & Workforce Studies provided Rapid Response teams with tailored information on possible transition occupations (including analysis of gaps in knowledge, skills and abilities) for workers affected by major layoffs or closings during the year. The four companies above were among the largest, but by no means the only firms for which this type of information was supplied.
- **WIA/ARRA Funded Training Analysis** – As part of a joint initiative between the State Student Assistance Commission of Indiana (SSACI) and the Department of Workforce Development, the Business & Workforce Studies team provided assistance in analyzing the 2009-2010 student applications for financial aid. The goal was to arrive at an approach to maximize the effectiveness of additional training funds available under the American Recovery and Reinvestment Act.

Strategic Skills Initiative

The Strategic Skills Initiative (SSI) identified projected skills and occupational shortages in each of Indiana's eleven Economic Growth Regions, and developed strategic initiatives by addressing the root causes of the shortages. It was extended an additional year and ended on June 30, 2009.

DWD provided grants to fund SSI activities. Additionally, each region was required to leverage matching funds and resources. SSI continues to encourage partnerships between the regional workforce boards and their local public, private, and nonprofit employers.

SSI comprised 46 total solutions. The Workforce Investment Act (WIA) provided funding for 23 of these. The extension allowed a significant amount of participants to complete training and earn credentials and degrees.

Since its inception, 2,236 individuals enrolled in SSI activities funded through WIA. By June 30, 2009, they earned 1,111 certifications and 157 degrees. The SSI grants have ensured that all Hoosiers have access to high skill, high wage jobs for the future.

Strategic State Plan Modifications, Program Year 2008

On April 18, 2008, the U. S. Department of Labor approved Indiana’s Strategic State Plan, Modification 4, and Indiana’s ninth waiver request to replace the performance measures at WIA Section 136(b) with the Common Measures. A comparison of the Program Year 2007 WIA goals and the Program Year 2008 Common Measure goals follow.

**Program Years 2007 & 2008 Performance Goals
for Indiana Workforce Investment Boards and Regional Workforce Boards**

	Program Year 2007 Goals	Program Year 2008 Goals
WIA ADULTS		
Entered Employment Rate	83%	70%
Employment Retention Rate	84%	83% *
Six Months’ Average Earnings	\$10,403	\$13,900
WIA DISLOCATED WORKERS		
Entered Employment Rate		85%
Employment Retention Rate		90% *
Six Months’ Average Earnings		\$16,500
WAGNER-PEYSER		
Entered Employment Rate	66%	70%
Employment Retention Rate	82%	83%
Six Months’ Average Earnings	\$11,715	\$13,900
WIA YOUTH		
Placement in Employment or Education		72%
Attainment of Degree or Certification		63%
Literacy & Numeracy Gains		40%
WIA OLDER YOUTH		
Entered Employment Rate	77.5%	
Employment Retention Rate	84%	
Earnings Change	\$3,200	
Credential Rate	53%	
WIA YOUNGER YOUTH		
Skill Attainment Rate	87%	
Diploma Attainment Rate	62%	
Retention Rate	67%	
CUSTOMER SATISFACTION		
Participant	77%	
Employer	71%	

* Includes WIA and Wagner-Peyser Programs

In March 2009, the U. S. Department of Labor published guidance and direction regarding the American Recovery and Reinvestment of Act of 2009 (“the Recovery Act”) funding for activities authorized under WIA and Wagner-Peyser in Training and Employment Guidance Letter (TEGL) No 14-08. Also, states were given specific direction on how to modify their Strategic State Plans and waivers for the last year of the five-year planning cycle (Modification 5 is through June 30, 2010) and how Recovery Act funds were be utilized in the state.

Waivers approved for Program Year 2008 expired on June 30, 2009. States were directed that current waivers be approved for Program Year 2009 for both WIA formula and Recovery Act funds through a two-step process:

- (1) By April 15, 2009, states wanting to continue their waivers in Program Year 2009 until the Strategic State Plan – Modification 5 was reviewed and approved needed to submit to the U. S. Department of Labor a request to extend the state’s waivers. A complete waiver plan was not needed but each waiver to be extended had to be clearly identified. The U. S. Department of Labor would review these requests, and waivers would be temporarily approved for Program Year 2009 until the Strategic State Plan – Modification 5 was reviewed and approved.
- (2) By June 30, 2009, states seeking approval of their waivers for the remainder of Program Year 2009 had to submit a full waiver plan for both regular WIA formula and Recovery Act funds as part of the Strategic State Plan - Modification 5. The U. S. Department of Labor would review these waiver requests to determine their continued necessity, and would approve waivers for the remainder of Program Year 2009 or disapprove the waivers by September 30, 2009.

Three waivers were exempted from the requirement to submit a full waiver plan since the U. S. Department of Labor stated in their TEGL guidance that “they have become fundamental aspects of the operation of the workforce system” as follows:

- Waiver to permit implementation of, and reporting only for, the common measures in place of the current WIA measures. The common measures have become the basis of the workforce system’s performance accountability.
- Waiver of the prohibition on the use of Individual Training Accounts for youth. This waiver provides increased flexibility in the provision of training services to youth.
- Waiver of the time limit on the period of initial eligibility for training providers. This waiver has addressed barriers for meeting eligible training provider requirements, thereby increasing the number of community colleges and other entities that are available to deliver training to WIA Adult and Dislocated Worker participants.

In response to TEGL 14-08, Indiana submitted the following on April 15, 2009:

1. WIA/Wagner-Peyser Performance Goals for Program Year 2009

For its performance goals for Program Year 2009, the State of Indiana intends to use the same Common Measures goals negotiated for Program Year 2008.

Waiver Requests

As indicated in TEGL No. 14-08, the State of Indiana requested the following approved waivers be continued through June 30, 2009 for both WIA formula funds and Recovery Act funds, unless otherwise stipulated:

- Waiver Request 1(b) Two-Workforce Service Area designation
- Waiver Request 3 Allow youth to use Individual Training Accounts
- Waiver Request 5 Time limit for initial eligibility for the state's Eligible Training Provider List
- Waiver Request 6 Transfer between WIA Title I Adult and Dislocated Worker programs
(For WIA formula funds only)
- Waiver Request 7 State Set-Aside Rapid Response Redistribution
(This waiver applies to Recovery Act funding for the purpose of utilizing incumbent worker training as part of layoff aversion strategies and for WIA formula funds.)
- Waiver Request 8 Permit formula funds to be used as Governor's Discretionary local formula funds
- Waiver Request 9 - Waiver of current WIA Performance Measures in order to fully implement Common Measures

2. Waiver to Support Youth Services under the Recovery Act

The State of Indiana requested one new waiver per the requirements of TEGL No 14-08 which was

- Waiver Request 10 - Procurement Requirements for Youth Summer Employment Providers (For Recovery Act funding only)

On May 6, 2009, Waiver 10 was approved through September 30, 2009. The waiver is only applicable to WIA Youth program funds made available through the Recovery Act and only applies to the summer employment element.

Update on Indiana's Request to Extend Waivers

On June 29, 2009, the U. S. Department of Labor sent a letter concerning the requested waivers for Program Year 2009 which were approved until the U. S. Department provides notice of its determination on the review of the Indiana Strategic State Plan – Modification 5. The modification was required to be submitted by June 30, 2009 under TEGL 14-08 and was to address changes in economic conditions and the utilization of funds provided by the Recovery Act. Upon approval of the Strategic State Plan – Modification 5, the waivers approved with the modified Strategic State Plan will take effect and the waivers temporarily extended by the June 29, 2009 U. S. Department of Labor letter will terminate.

The United States Department of Labor's responded positively to the extension of each waiver as follows:

Requested Waiver 1(b): The waiver to permit the state workforce board to assume the responsibilities of the local workforce investment board for the balance of state workforce service area.

USDOL Response: The waiver is approved into Program Year 2009.

Requested Waiver 3: Waiver to use Individual Training Accounts for older and out-of-school youth.

USDOL Response: The waiver is approved through June 30, 2010.

Requested Waiver 5: Waiver of the time limit for initial eligibility on the Eligible Training Provider List.

USDOL Response: The waiver is approved through June 30, 2010.

Requested Waiver 6: Waiver of funds transfer limitation between WIA Title I Adult and Dislocated Worker programs.

USDOL Response: The waiver is approved into Program Year 2009 and only applies to WIA formula funding.

Requested Waiver 7: Waiver to use up to 50 percent of rapid response funds for statewide Governor's Discretionary activities, including incumbent worker training.

USDOL Response: The waiver is approved into Program Year 2009. If the state wants the waiver to apply to Recovery Act funding, a full waiver plan must be submitted.

Requested Waiver 8: Waiver to use up to 50 percent of local WIA formula funds to provide Governor's Discretionary activities, including incumbent worker training.

USDOL Response: The waiver is approved into Program Year 2009.

Requested Waiver 9: Waiver to replace the WIA performance measures with the common measures.

USDOL Response: The waiver is approved through June 30, 2010.

On June 30, 2009, Indiana submitted the Strategic Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act, Modification 5, for the period July 1, 2005 to June 30, 2010. Indiana is awaiting approval.

TrackOne Case Management System

The Indiana Department of Workforce Development procured an electronic case management system for the delivery of workforce development services effective July 1, 2006 for the entire state. The system was operational on July 1, 2006 for the WIA and TAA funding sources. The system became operational for the Wagner-Peyser and Veterans' programs during Program Year 2007 in conjunction with the state's integration efforts. The TrackOne Case Management System is designed to record service delivery information on every client service while providing transaction records necessary to document program performance.

With Indiana moving to accomplish full integration of the workforce investment system, the TrackOne Case Management System was reconfigured to support the full integration of programs, services and eligibility determination processes for WIA, TAA, the Wagner-Peyser and Veterans' Employment and Training Service (VETS) programs. TrackOne supports all federal and state eligibility-based workforce programs as well as local programs regardless of the funding source.

The State of Indiana spent Program Year 2008 enhancing, and improving the statewide systems to better support the local WorkOne office operations around the state and to increase efficiencies in sharing common information between systems. With the advent of the ESB (Enterprise Service Bus) and the common interfaces that transfer information between the primary state information systems, the state of Indiana is well positioned to track and analyze critical performance data that will have a profound impact on future Hoosiers and the kinds of jobs that they perform.

Training Acceleration Grants

The Training Acceleration Grant (TAG) program was created to upgrade the skills of Hoosier workers and better position Indiana employers for economic growth. The legislature did not renew this program statutorily and it expired on December 31, 2008.

The Indiana Economic Development Corporation and Indiana Department of Workforce Development jointly administered the program and awarded over \$12.2 million during program year 2008 to train 7,995 workers. The Training Acceleration Grant program was the state's principal incumbent workers training program and it has raised the skills of approximately 50,000 workers since its inception.

Indiana's return on investment is measured using one of the following four core objectives:

1. **Increase personal income for Hoosier workers:** To meet this objective, wage increases must be awarded upon completion of the training.
2. **Promote small business:** To be eligible for this objective, an employer must have 100 or fewer employees.
3. **Foster job retention and expansion:** To meet this objective, an employer must demonstrate that training is necessary to retain jobs or support an expansion. Increasing efficiency, improving competitiveness, and facilitating the use of new technology are some examples of meeting this objective.
4. **Close skill gaps identified through WorkKeys® assessments:** To meet this objective, an employer must have a WorkKeys® profile on file with DWD and have employees who have identified skill gaps through WorkKeys® assessments.



Unemployment Insurance Modernization, Program Year 2008 Update

Indiana's Unemployment Insurance Modernization (UIM) project is a multi-year effort to modernize the Unemployment Insurance (UI) system, which will maximize services to DWD customers and streamline internal processes.

Uplink is the name for the modernized UI system and its functions. The name symbolizes the many parts of the unemployment insurance program. "Up" stands for unemployment programs. "link" symbolizes the chain of employers, claimants and staff who make the UI system run. Uplink also contains the letters "in" for Indiana. The name Uplink summarizes what this system brings to Hoosiers: upgraded technology to connect users with the unemployment insurance process.

When it is fully deployed and implemented, the Uplink system will have updated virtually every aspect of the unemployment insurance process in Indiana, replacing a computer system built with 1980's technology.

The UIM Project made significant progress during Program Year 2008. A major deployment took place in April 2009 that put additional customer service functionality in place for UI claimants and employers. Business transition and training activities prepared management and staff for the new functionality and business process changes. The Uplink Claimant Self-Service System (CSS) was modified further to handle Emergency Extended Unemployment Compensation and Extended Benefits. Formal interfaces were also put into place with Indiana Career Connection (ICC) – Indiana's job matching system at the beginning of the program year.

Uplink Deployments

April 6, 2009 Deployment

Additional Uplink system features were made available to DWD customers and staff beginning on April 6, 2009.

New features to Uplink Employer Self Service (ESS) enabled employers to respond to questions on their employees' unemployment insurance benefit claims needed to determine benefit eligibility. Additional new functionality enabled employers to upload quarterly wage files containing up to 200 individual employee records, request the State of Indiana to certify their reported wages and contributions to the IRS, and to inactivate their unemployment insurance account. These new features were add-ons to already existing services which allow new employers to register for and create unemployment insurance accounts instantly and permit employers to submit quarterly contribution reports and make payments on-line.

Uplink Claimant Self Service (CSS) was updated to include a number of reworded questions which are easier for customers and staff to understand.

In addition, an Uplink Preview environment (called a Sandbox) was built to provide UI staff a chance to experience the fuller functionality of Uplink prior to “Core” go-live.

Emergency Extended Unemployment Compensation:

During Program Year 2008 Uplink CSS was updated at various junctures to allow DWD to administer additional Unemployment Compensation extensions as they were signed into law and to administer State Extended Benefits (EB) provisions. Indiana was one of the first states in the country to bring these programs on-line. The Uplink CSS system has enabled Indiana to keep pace with the volume of Unemployment Insurance claims.

Indiana Career Connect

An additional deployment at the very beginning of the program year put formal interfaces in place between the Uplink Claimant Self Service System and Indiana’s job matching system, Indiana Career Connect (ICC). This Uplink/Job Match integration included:

- Data Integration between Uplink and Job Match.
- Security changes to ensure that user IDs and passwords meet security requirements and basic criteria for Uplink and Job Match.
- Auto-Navigation functionality which routes claimants to Job Match when they log out of Uplink CSS. In addition, the claim confirmation page was updated to allow claimants to connect to Job Match directly from the confirmation page.

Testing / Business Transition and Training

Numerous activities took place in preparation for the rollout of the Uplink April 6th deployments and the other deployments during PY 2008. The Business Transition and Training (BT2) team prepared materials and reference guides which were shared with staff in impacted business areas and worked with DWD’s Communications Unit to share information with claimant and employer customers regarding changes relevant to customer service.

The UIM and BT2 Teams are also preparing for the Uplink “Core” deployment. This deployment will bring the bulk of Uplink system functionality on-line. Testers from UI business areas worked with the UIM Project Team to test all functions, links, and outcomes within Uplink domains prior to deployment. The UIM Business Transition and Training Team (BT2) geared up for the major transition and training blitz that will be needed prior to and during deployment.

On-Line Information

Links to on-line tools and information on Uplink CSS, employer self-service, and LSES are located on DWD’s website at <http://www.in.gov/dwd/>.

Veterans Workforce Investment Program Grant Award

The Veterans' Workforce Investment Program was awarded an additional \$750,000 grant from the United States Department of Labor (USDOL) for Program Year 2008. This grant provides a wide range of career training options for returning veterans residing in a 25-county area in central, north central, and northeast Indiana. The continuation of grant funds are based on the previous year target goals being met. These funds are used to provide outreach, intake, pre-enrollment assessment, job placement service, job training, counseling, mentoring, supportive services and other assistance to Hoosier veterans. The grant supplements formula funding from the USDOL and DWD.

This federal program provides funding to meet the training and employment needs of veterans with service connected disabilities, veterans who have significant barriers to employment, and veterans who have served on active duty during a war or a military campaign which generated a campaign ribbon, and all recently separated veterans. In Program Year 2008, 394 individuals had been enrolled in the program and 342 had received training. As of the 3rd Quarter of Program Year 2008, approximately 50% had been placed in employment.

Camp Atterbury Program Assists Returning Veterans

During Program Year 2008, DWD continued its agreement with the United States Army and USDOL to provide employment, unemployment, reemployment, and training information to soldiers returning from deployment and demobilizing at Camp Atterbury in Edinburgh, Indiana, one of the six demobilization sites around the nation.

Under this program, DWD is providing a Local Veterans' Employment Representative (LVER) who assists demobilizing soldiers in filling out a Veteran Transition Form and disseminates those forms for the soldiers to USDOL's Veterans' Employment and Training offices in the soldiers' home states. The LVER provides a wide variety of information related to the rights of the soldiers and has the facilities to provide enrollment and job search assistance to Hoosier veterans. In addition, the LVER supports the State of Indiana's Seamless Transition Program for soldiers who have returned from deployment 30 to 60 days earlier. Nearly 3,000 service members have been affected by these programs over the period of this report.

Veterans' Vocational Rehabilitation and Employment (VR&E) Service

The Veterans' Vocational Rehabilitation and Employment service (VR&E) is a Veterans Benefits Administration's Program that provides training, employment, rehabilitation assistance, and several other opportunities to veterans with barriers to employment. The Indiana Department of Workforce Development has supported this program by assigning a Disabled Veterans' Outreach Program (DVOP) Specialist, also known as the Intensive Services Coordinator (ISC), to assist with the orientation of newly referred veterans and their program management. Referrals are done by WorkOne DVOPs throughout the state. To date, the ISC has provided well over 100 orientations with many of those veterans being placed into employment.

Veterans' Summit

The DWD Veterans' staff held a Veterans' Summit in Indianapolis on April 9, 2009 with various service organizations and non-profit companies which typically sponsor veteran-related services in Indiana. Topics for the summit included service provider program services, and organizations' communication and outreach to veterans. Also, they began phase one of the Priority of Service planning.

Priority of Service for Veterans and Eligible Spouses

The Indiana Department of Workforce Development implemented a Priority of Service Training Program that trains State DVOPs, LVERs, and WorkOne service provider management staff. DWD Veterans' staff utilized 20 CFR 1010 1/19/2009, as they developed a 4-hour training module and mobile training team to teach Priority of Service across the State. Initially, selected WorkOne DVOPs and LVERs from each of Indiana's eleven regions and Marion County were trained by DWD Veterans' staff as satellite trainers/veteran Priority of Service experts. The training started in the northern regions on April 13, 2009 and concluded on May 20, 2009 in the southern regions of Indiana.

Highlights of the training included the new State of Indiana WorkOne Priority of Service Poster which is posted in all WorkOne offices. Framed signs are displayed in a manner where the public and especially veteran and eligible spouse customers can easily see them. The veterans and spouses are advised to inform WorkOne staff of their status upon arrival so they can be assisted right away. Additional training provided WorkOne greeters and initial point of service staff with one-on-one implementation training on Priority of Service.

Operation Hire a Vet

Operation Hire a Vet was held on April 22, 2009 at Stout Field in Indianapolis. Over 116 vendors participated in the event. Close to 2000 veterans attended the fair to take advantage of the opportunities presented. Special services were provided by DWD veterans' representatives such as resume development, interviewing, and job search workshops.

Indiana Department of Workforce Development's Commissioner, Teresa Voors, opened the event. The Commissioner stated that Indiana "appreciates the service that our veterans have given and hopes that all veterans have the opportunity to take advantage of the many services Workforce Development and WorkOne provides in helping them get back into the workforce."

Waivers during Program Year 2008

Waiver Request 1(b) – Two-WSA Designation

This waiver request was approved by the U. S. Department of Labor on November 28, 2005. This waiver allows Indiana to have the State Workforce Innovation Council operate as the state board and as the Balance of State Workforce Investment Board, the local board for 91 of Indiana's 92 counties. This waiver is currently utilized. The waiver has permitted smaller, more efficiently run workforce boards that have had greater opportunities to coordinate with industry, economic development and educational institutions. Coordination is occurring with entities that have not normally interacted with the workforce investment system. The SWIC has met legislative composition and oversight requirements for the state council and the workforce investment board for the balance of state.

How has Waiver Request 1(b) been utilized and influenced performance outcomes?

The Two-Workforce Service Area (WSA) waiver request was originally approved by the U. S. Department of Labor in November 2005, and was subsequently renewed in September 2007. In granting and subsequently renewing the Two-WSA waiver, the United States Department of Labor empowered the core of Indiana's governance structure for workforce investment programs. The State established a workforce investment system that provides for two important virtues: consistency and commonality statewide, while preserving regional sensibilities and inflection. As a result, USDOL has enabled Indiana's entire workforce investment system to respond rapidly and to implement effectively programs which meet the economic challenges faced by citizens in need, as well as the concerns of business and industry.

The implementation of this waiver has allowed Indiana to achieve many goals. It has enabled the State to implement a governance structure that is responsive to the unique characteristics of Indiana's labor market, while providing oversight through one governance board. It has also allowed Indiana to accomplish its goal of streamlining administrative services, eliminating duplication, and increasing efficiency in its workforce investment system. These have led to improved workforce services to all Hoosiers, and to improved outcomes of individuals that receive workforce investment services in Indiana.

All individuals connected to Indiana's workforce investment system are positively impacted by the waiver. This waiver provides Indiana with the most efficient and effective structure for workforce and economic development. Service provision is closely coordinated to the extent clients are not aware of funding sources. In this way, services are provided in an innovative yet functional manner to better meet the needs of clients. More funding is available for direct client services as the regional areas have been expanded into more efficiently run workforce areas.

This waiver has allowed Indiana to establish smaller and more efficient business-led regional workforce boards under the leadership of the State Workforce Innovation Council. These smaller boards provide a structure in which business more actively leads workforce development changes. This results in improved service and engagement of the economic development and education communities.

With the streamlined governance structure enabled by this waiver, the State's workforce investment system is able to move nimbly, rapidly implementing programs that ensure that funds are utilized where they are needed most – direct services and training – rather than to unnecessary and duplicative administrative and overhead expenses.

The United States Department of Labor awarded Indiana with a WIA Section 503 Incentive Grant for performance during Program Year 2007. Indiana was one of only eleven states that met all WIA performance measures, and qualified for an incentive award.

Waiver Request 3 - Allow Youth to Use Individual Training Accounts

This waiver was approved by the U. S. Department of Labor on July 7, 2005. This waiver allows older (aged 19-21) and out-of-school youth to select training institutions and courses through the statewide eligible training system called "Education and Training Choices." Indiana believes that older youth and out-of-school youth would benefit from the services provided by these certified training providers.

This waiver is currently utilized. Older youth may select a training provider through the state eligible training provider list. This waiver permits greater flexibility in service delivery, thereby providing greater customer satisfaction. Performance is enhanced as the mix of services provided better meets the needs of the individual. Better opportunities now exist for industries to interview and hire young adults who are trained in the skills needed for that particular industry.

How has Waiver Request 3 been utilized and influenced performance outcomes?

The U. S. Department of Labor stated in TEGGL 14-08 that a waiver of the prohibition on the use of individual training accounts for youth had "become [a] fundamental aspect of the operation of the workforce system."

Indiana's original intent of the waiver was to increase program design and increase program use flexibility. Older youth could use the state's eligible training provider list to select a training provider and institution that best fit the youth's needs and service providers could circumvent the training provider competitive selection process requirement.

Beginning in Program Year 2007 with a few regions and increasing to all regions in Program Year 2008, integration greatly revised Indiana's customer flow process in the WorkOne Centers. When eligibility permits, every customer is co-enrolled in all qualifying programs. All procedures in the regions' customer flow models focused on enrolling as many customers as possible into all eligible programs to increase the number of quality skill improvement, training and job matching services WorkOne offers. With integration, most older youth would automatically be co-enrolled into the WIA adult program, based on the need of the youth.

Allowing youth to use ITAs streamlines services, increases customer choice, and increases local flexibility.

Waiver Request 5 - Time Limit for Initial Eligibility for Eligible Training Provider List

This waiver was approved by the U. S. Department of Labor on July 7, 2005. This waiver increases customer choice for the State's eligible training provider list, "Education & Training Choices." The subsequent eligibility of training providers may be postponed, thus allowing WIA performance information and the accountability of training providers to be improved.

This waiver is currently utilized. This waiver permits training facilities to stay on the state eligible training provider list without submitting additional documentation. Consumers retain greater choice in the selection of a training provider, thereby increasing customer satisfaction. Also, performance is enhanced as customers receive the training that most benefits them.

How has Waiver Request 5 been utilized and influenced performance outcomes?

The U. S. Department of Labor stated in TEGL 14-08 that a waiver of the time limit on the period of initial eligibility for training providers had "become [a] fundamental aspect of the operation of the workforce system."

A "win-win" situation occurs through utilization of this waiver. Through this waiver, regional approval for the subsequent eligibility of training providers may be postponed. Thus, training institutions have an increased period of time to collect outcome data on WIA participants as well as all students in the training program. Also, training institutions, along with their approved training programs, can remain on the state's eligible training provider list without submitting additional documentation. Participants continue with increased customer choice since the selection of programs and institutions remains large. Outcome data continues to improve as participants benefit from consumer choice.

Waiver Request 6 - Transfer between Adult and Dislocated Worker Programs

This waiver was approved by the U. S. Department of Labor on July 7, 2005. The waiver provides the ability to transfer up to 100 percent of allowable funding between the Adult and Dislocated Worker programs. Thus, workforce investment boards and regional workforce boards have increased flexibility to respond to ever-changing regional economic conditions, greater control over local program design, provided better program management, and increased accountability at the local and state levels.

This waiver is currently utilized. Thus, workforce investment boards and regional workforce boards have increased flexibility to respond to ever-changing regional economic conditions, greater control over local program design, provide better program management, and increased accountability at the local and state levels. Performance is enhanced with the greater flexibility in the funding.

How has Waiver Request 6 been utilized and influenced performance outcomes?

Waiver Request 6 allows 100 percent transferability of funds between the WIA Adult and Dislocated Worker programs. The waiver provides the State, its local and regional areas with the flexibility to serve the populations which have the greatest need for WIA services. Indiana's WorkOne system has greatly increased its capacity to serve an increased number of customers through the implementation of the WorkOne integrated system detailed in DWD Policy 2007-20, Regional Integration Policy, issued November 15, 2007.

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All WorkOne staff are integrated into functional units and not separated by program or funding stream. Staff in the Welcome Function greets customers and provides an assessment of the individual's needs and skills. Staff in the Skills/Employment Function offers remediation services to individuals, as needed, and also assists individuals find employment. Staff in the Employer Services Function builds relationships with the employer community and helps them address their workforce needs. Also, integrated service delivery requires a shared customer pool for staff, services, and performance management. Customers are co-enrolled into funding streams based on their needs.

Integration, which began in the middle of PY07, has been a major factor for increased WIA enrollments. Total enrollments increased from 8,868 (PY06) to 35,272 (PY07) or approximately 400%; in PY07 (35,272) to PY08 (152,074) increased almost 450%. The huge increases are attributed to Wagner-Peyser, Trade Act and WIA Dislocated Worker customers being co-enrolled into the WIA Adult program.

As indicated in the charts below, the ability to transfer funds has enabled the state to implement and successfully operate its integration strategy, which has resulted in a great increase in the number of Hoosiers that have received WIA services.

Transfer Amounts from Dislocated Workers to Adult in PY07

Region & IPIC	PY07 Dislocated Worker Allocation	PY07 Transfer Amount	% of Dislocated Worker Allocation
1	\$ 2,236,325	\$1,305,500	58.4%
2	\$ 1,817,621	\$ 985,859	54.2%
3	\$ 2,928,184	\$2,635,366	90.0%
4	\$ 1,292,242	\$ 800,000	61.9%
5	\$ 1,991,541	\$ 200,000	10.0%
6	\$ 1,209,442	\$ 816,374	67.5%
8	\$ 713,735	\$ 125,000	17.5%
11	\$ 840,928	\$ 100,000	11.9%
IPIC	\$ 2,430,644	\$ 250,000	10.3%

Transfer Amounts from Dislocated Workers to Adult in PY08

Region & IPIC	PY08 Dislocated Worker Allocation	PY08 Transfer Amount	% of Dislocated Worker Allocation
1	\$1,651,711	\$ 890,000	53.9%
2	\$1,351,142	\$ 270,228	20.0%
4	\$1,195,442	\$ 600,000	50.2%
5	\$1,783,941	\$ 400,000	22.4%
6	\$1,012,026	\$ 683,117	67.5%
9	\$ 772,037	\$ 225,000	29.1%
IPIC	\$2,038,254	\$1,684,429	82.6%

Adults Provided Core Services & Beyond – PY06, PY07 & PY08

Region & IPIC	PY06	PY07	PY08
1	833	3,263	24,907
2	316	1,124	6,351
3	2,567	17,047	21,258
4	810	2,308	14,382
5	735	2,008	6,002
6	814	2,107	18,069
7	284	1,501	3,858
8	529	1,147	10,953
9	148	477	9,785
10	226	546	2,823
11	504	1,757	14,456
IPIC	1,102	1,987	19,230
TOTAL	8,868	35,272	152,074

Waiver Request 7 - State Set-Aside Rapid Response Redistribution

The U. S. Department of Labor approved this waiver on April 2, 2007. The waiver allows the use of up to 50 percent of set-aside funds for rapid response purposes. This allows Indiana to expand the use of Governor’s Discretionary funding for incumbent and older worker initiatives.

Waiver Request 8 – Permit Formula Funds To Be Used as Governor’s Discretionary Local Formula Funds

The U. S. Department of Labor approved this waiver April 2, 2007. The waiver allows the use of WIA Title I Adult and Dislocated Worker formula funding as Governor’s Discretionary funding. This allows Indiana to initiate innovative programs in concert with the WIRED initiative.

How have Waiver Requests 7 and 8 been utilized and influenced performance outcomes?

Waivers 7 and 8 involve funding transfers for incumbent worker training and were requested by Indiana to increase flexibility in program design at both the state and regional levels. The demands of Indiana’s workforce development system continue to change and increase with each passing program year. The nation is in the middle of an economic recession with unemployment figures in Indiana at highs not seen since the early 1980s.

Indiana’s Strategic Skill Initiative (SSI) identified projected skills and occupational shortages in each of Indiana’s eleven Economic Growth Regions and developed strategic initiatives by addressing the root cause of the shortages. It became evident that Indiana’s workforce, in general, lacked basic skills and that the incumbent workforce needed to upgrade their skill levels for current employers to stay competitive and for Indiana to attract new employers. A report published by the Indiana Economic Development Corporation entitled, “Accelerating Growth – Indiana’s Strategic Economic Development Plan 2006,” indicated a critical factor for success is “a skilled labor force with constantly improving educational aspirations and attainment.”

In the two submitted waivers, Indiana advocates for flexibility in its use of funding at both the state and local levels. Waivers 7 and 8 are similar, but serve different purposes. One waiver allows flexibility at the state level, and the other provides flexibility at the local level. The two waivers were initially requested and granted in order to support the state's initiative for Career Advancement Accounts (CAA) which has been considered successful. The Career Advancement Accounts program was piloted to provide skills training and employment services to incumbent and older worker populations. The State initially allocated \$1.5 million in Governor's Discretionary funds to match the CAA grant from the USDOL.

Beyond Career Advancement Accounts, Indiana has not utilized Governor's Discretionary or Rapid Response funds to date in order to provide incumbent worker training programs at the state level. The primary emphasis has been placed upon training workers impacted by plant closings and large-scale dislocations. However, Indiana believes that having the flexibility afforded through these waivers allows the State and its local areas to design and implement innovative incumbent worker training programs that can assist workers to increase their skill levels throughout the economic downturn, and can improve the competitive advantage of Indiana's workforce.

A specific example of how Indiana has been judicious in its use of this authority can be seen in its April 2009 distribution of \$6.3 million in Rapid Response and Governor's Discretionary funds to the Marion County Workforce Investment Board and to the eleven regions in the balance of state workforce service area. These funds were allocated to provide training level services to WIA dislocated workers and adult participants that were in need of additional training services to upgrade their skills and enter new career pathways. The detail of this allocation was established in DWD Policy 2008-37, issued April 22, 2009. This allocation was preceded by a formula allocation of \$4.4 million of Rapid Response funds in November 2008 to Marion County and the eleven regions. As detailed in DWD Policy 2008-14, this allocation of Rapid Response funds was done in order to increase the capacity to provide rapid response services at the local and regional level. The State has used its Rapid Response funds to provide needed services to dislocated workers.

Waiver Request 9 - Waiver of Current WIA Performance Measures in Order to Fully Implement Common Measures

The U. S. Department of Labor approved this waiver on April 18, 2008. Indiana requested this waiver of the core indicators of performance and the customer satisfaction indicators (a total of 17 measures), as specified in Section 136(b)(2) and (c)(1) of the Workforce Investment Act of 1998 (WIA), as well as accompanying provisions in Section 666.100(a) and 666.300(a) of the WIA Final Rules, which are currently in force. Through this waiver the State also requested approval to use United State Department of Labor (USDOL) "Common Measures" (as defined in Training and Employment Guidance Letter 17-05, issued February 17, 2006) for WIA program performance reporting.

The purpose of this waiver request was to remove the burden (i.e., known substantial inconsistencies) inherent in current WIA performance reporting requirements. This would also allow Indiana to align accountability within the workforce investment system, by holding programs administered by the Indiana Department of Workforce Development to a consistent set of performance criteria.

This request supports Indiana's Strategic Plan to align strategy, services to customers and accountability across the workforce investment programs administered by the Indiana Department of Workforce Development. It should be noted that, effective July 1, 2007 (PY 2007), the Department began integrating services across the WIA and Wagner-Peyser programs, by piloting common enrollments and exits for all participants served by these programs in several regions. As the Program Year progressed, additional Regions implemented integration of services in these programs.

This waiver request was to discontinue use of the 17 performance measures, and use solely the 6 common measures, and is consistent with implementation of the accountability system envisioned by USDOL.

How has Waiver Request 9 been utilized and influenced performance outcomes?

The U. S. Department of Labor stated in TEGL 14-08 that a waiver to permit implementation of, and reporting only for, the common measures in place of the current WIA measures had "become [a] fundamental aspect of the operation of the workforce system."

Program Year 2008 is the first full program year in which Indiana will measure performance on WIA Title I Adult, Youth and Dislocated Worker programs with Common Measures. In Program Year 2007, youth were measured using the WIA 17 performance standards.

Common measures are an ideal way to determine performance in an integrated system. Common measures cut across program funding silos in the same manner as co-enrollment does since customers are co-enrolled in all funding sources for which they are eligible. Co-enrollment also increases the number of customers receiving skill improvements and training opportunities and should increase the opportunity for positive outcomes.

Waiver Request 10 - Procurement Requirements for Youth Summer Employment Providers

The State of Indiana requested and received a waiver on May 6, 2009 of the regulatory requirements found in Section 123 and 20 CFR Part 664.405(a)(4) that indicate eligible providers of youth activities shall be awarded on a competitive basis by the local board based on the recommendation of the youth council. This waiver is two-fold, and is only be applicable to ARRA funding and only be for the summer of 2009:

1. Request a waiver to allow WIBs to expand existing competitively procured contracts by no more than 100%.
2. Request a waiver to conduct and expedited, limited competition to select service providers.

The Indiana Department of Workforce Development (DWD) has communicated with the two local workforce investment boards (WIBs) within the State of Indiana to assess the readiness of immediately procuring services providers to carry out the summer employment program under ARRA. Both WIBs expressed concern over the short timeframe for procurement, and requested that the State submit a waiver on their behalf, with the flexibility of utilizing the options listed above. The State views this waiver as an emergency request in order for the State to support the WIBs efforts to quickly implement the procurement process so enrollment of youth into the summer employment program may begin on time.

How has Waiver Request 10 been utilized and influenced performance outcomes?

Approval of Waiver 10 permitted Indiana's two workforce investment boards to more quickly implement the respective summer youth programs by using existing already competitively procured service providers. Both workforce investment board' programs were implemented in a timely fashion with outreach beginning before or shortly after school ended for the semester. Also, performance should be positively impacted as the service providers used also provide services for year-around programs. They are familiar with the Workforce Investment Act and its regulations, state laws and DWD policies.

Workforce Innovation in Regional Economic Development (WIRED) Grants

North Central and Southwestern Indiana regions are participating in a USDOL program designed to better coordinate the delivery of education, workforce and economic development services under the WIRED program. A consortium from 14 counties in North Central Indiana received a three-year \$15 million grant in February 2006; all Generation I regions have received an official extension through January 31, 2010. The nine county Southwest Indiana consortium received a \$5 million second-generation grant in 2007 that runs for a three-year period into 2010.

North Central Indiana WIRED

Purdue University manages the North Central Indiana WIRED grant as project administrator with the assistance of key partners that include the Tecumseh Area Partnership, Inc.-regional operator, Ivy Tech Community College, Indiana University-Kokomo, Greater Kokomo Economic Development Corporation, Greater Lafayette Economic Development Corporation, educational partners and several units of local government.

During the most recent program year, July 1, 2008 through June 30, 2009, North Central Indiana WIRED has assembled a consortium of more than 30 partners and continues to be recognized by USDOL as a leader among the Generation I regions. They have also been called upon to provide counsel and assistance to the Generation II and III regions.

North Central Indiana has four key strategic areas that include: 1) Cultivating a culture of entrepreneurship; 2) Creating globally competitive industry clusters; 3) Developing 21st century talent; and, 4) Weaving civic networks.

More than 60 initiatives have been launched and managed by NCI WIRED and DOL targets in all key metrics have been exceeded. Following is a partial list of outcomes related to workforce development:

- 45 school corporations engaged
- 85 teachers or trainers trained in STEM related courses
- 115 teachers or trainers trained in Entrepreneurship programs
- 13 high schools adopted Project Lead the Way
- 23 middle schools adopted Project Lead the Way
- 6,469 students completed Project Lead the Way courses
- 406 students enrolled in New Tech High School in Rochester IN
- 67 university faculty participating
- 32 new curricula developed
- 1,015 businesses engaged
- 2,809 civic leaders engaged
- 9,534 workers assessed through WIRED programs
- 126 companies hiring assessed workers
- 354 scholarships to incumbent workers
- 401 workers trained in Energy Efficiency and/or Nanostructured Tool Coatings
- 1634 individuals trained in working with industry in Language, Global Business, and Cultural Issues
- 1262 individuals have received certificates or degrees from WIRED related programs
- Supported the development of the first-in-the-state Sustainable Energy curriculum
- Supported development of the Healthy Worker training recently certified by the state
- Supported the research and formation of the Energy Systems Network
- Hundreds of capacity-building equipment pieces have been purchased for area schools.

Southwest Indiana WIRED

In January 2007, Southwest Indiana joined 12 other United States regions to become the second generation of WIRED regions and receive an immediate investment of \$500,000. This investment supported the development of a comprehensive Southwest Indiana WIRED Implementation Plan which was approved in January 2008 and the region received another \$4.5 million investment from the USDOL's Employment and Training Administration to implement the plan. The plan included a process goal and five strategic goals. The process goal, with its subordinate goals, was created to drive and sustain the WIRED initiative through the three-year grant funding and beyond. The process goal is:

- Data gathering – New Economy Strategies (NES) was hired
- Outreach – Executive Director giving presentations to civic groups and community leaders
- Regional Identity –WIRED committee members continue to meet monthly
- Sustainability –Thomas P. Miller and Associates was hired as regional operator
- Linking WIRED and WIA - WIRED and WIA staff have co-located at the Innovation Pointe offices in Evansville, Indiana
- Tucker Publishing is doing outreach through media research, design, and printed materials

The first strategic goal is “Workforce Development” to meet current and emerging workforce needs through education, collaboration and focused workforce development. Partnerships were formed with the following area colleges to develop programs in emerging industry clusters.

- Ivy Tech Community College Energy Camps
- Vincennes University Coal Mining Technology Program
- University of Southern Indiana Science, Technology, Engineering and Math (STEM)
- University of Evansville ACE Nursing Program
- E² Internship Initiative
- Vincennes University Industrial Maintenance
- Southwest Indiana Network for Education (SINE) Adult Education

Also, targeted industry scholarships for students in high-demand industries were established.

The second strategic goal is “Economic Development” to integrate economic development and workforce development for job creation. Offices at Innovation Pointe put WIRED at the heart of new business start-ups. The Economic Development Coalition of Southwest Indiana (late 2008) and the Indiana Economic Development Corporation (IEDC) are located at Innovation Pointe.

The third strategic goal is “Entrepreneurship” to create a supportive culture for new business formation and growth. Results this year were an Angel Network established for Angel investors; and, an Idea Club for high school students initiated in the 2008-2009 school year.

The fourth strategic goal is “Intermodal” to develop transportation, distribution, and logistics capabilities for economic growth. A result was the hiring of Tioga Group to produce an inland intermodal facility study, which has been completed. Workforce strategies are being developed.

The final strategic goal is “Broadband” to promote broadband access to accelerate communication, education and economic development. WIRED staff had met with the Perry Spencer Cooperative (PSC) and reviewed their Ferdinand pilot program for community-wide broadband last year. During Program Year 2008, Consulting Gateway completed a report on growing the region's access to broadband and information technology which included a needs assessment and gap analysis with recommendations. The next steps are in the planning stages.

Young Hoosiers Conservation Corps

In March 2009, the American Recovery and Reinvestment Act funded summer youth employment program, The Young Hoosiers Conservation Corps (YHCC), kicked off its application process. The YHCC youth will be employed at Indiana Department of Natural Resources state parks, reservoirs, historic sites and recreational areas through a cooperative agreement with the Department of Workforce Development and DNR.



On May 1, 2009, more than 500 Young Hoosiers Conservation Corps participants began working at DNR sites throughout Indiana. These Hoosiers marked the first of five groups of young people, eventually numbering approximately 2,000, who will spend the summer improving Indiana's parks, trails and natural habitats.

YHCC participants kicked off their summer work experience undergoing basic safety training, career counseling and watching a welcome video from Governor Mitch Daniels. The Governor started his message referencing the Civilian Conservation Corps which put people to work during the Great Depression building many of the park structures YHCC participants will be rehabilitating in the summer.

“Your grandfathers and great-grandfathers knew how to build things that last. Your summer will honor their work and create new places of beauty you and your grandchildren can enjoy many years from now,” said Governor Daniels in the video. “Our goal is for you to leave this program with more than just a great tan and a paycheck... Please take full advantage of the career counseling, resume writing, and interview coaching available to you this summer.”

YHCC youth will learn customer service, basic construction, historic preservation and greenway development skills at nearly 100 DNR sites. Through this program, DNR expects to restore up to 2,600 acres of natural habitat area, build up to 110 miles of new trails, rehabilitate over 1,100 miles of existing trails and restore about 40 state parks, reservoirs, recreation areas, state forest, nature preserves and state historic sites.

The eligibility criterion for participation was an age requirement of 16 to 24, have a family income level at or below the poverty level, and an identifiable barrier to employment based on WIA guidelines. The state placed a priority on hiring veterans, those currently receiving unemployment benefits, Jobs for America's Graduates students, and those who met the program's age and income eligibility requirements.

Cost of Workforce Investment Act Program Activities Relative to Program Outcomes

When reviewing the cost effectiveness of Workforce Investment Act programs, consideration should be given to the participant data that is collected. Many Hoosiers are receiving Workforce Investment Act funded services that are largely self-service. While many of these customers are assisted in gaining employment, outcomes for these clients are not reported to the Department of Labor. In the calculations below, all costs are included while only a subset of outcomes is used (i.e., outcomes for those participants for whom outcomes are reported to the Department of Labor).

	Adult & Dislocated Worker Exiters (10/1/07-9/30/08)	Adult & Dislocated Worker Exiters (10/1/07-9/30/08) with Positive Outcomes	Program Year 2008 Expenditures	Program Year 2008 Cost per Positive Outcome
Adult Program	36,419	23,018	\$23,329,548	\$1,014
Dislocated Worker Program	3,770	2,780	\$5,923,468	\$2,131
	Youth Exiters (1/1/08-12/31/08)	Youth Exiters (1/1/08-12/31/08) with Positive Outcomes		
Youth Program	3,269	2,363	\$13,854,492	\$5,863

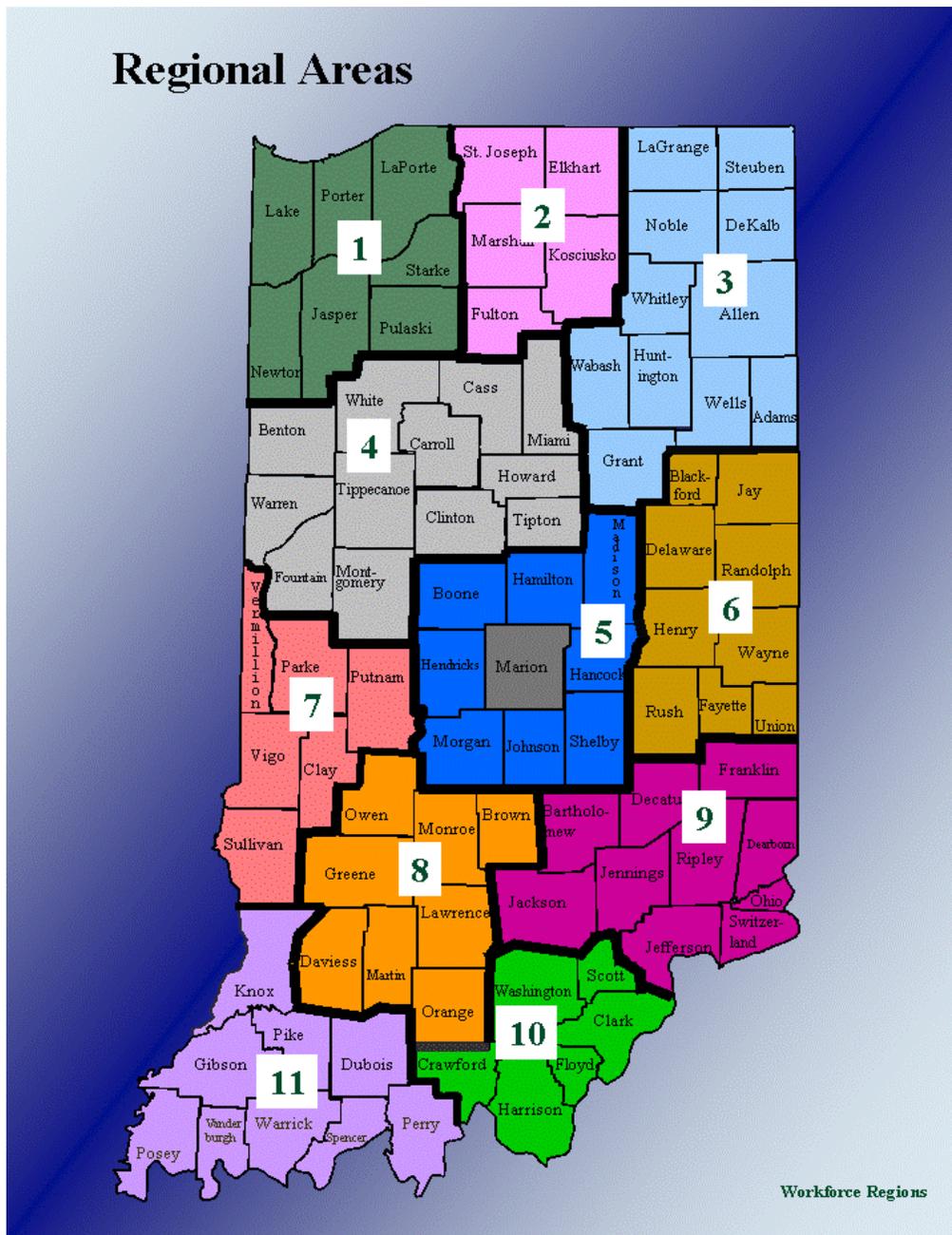
While many adults and dislocated workers gained valuable skills and credentials, the calculation of cost effectiveness is based on employment. The cost of providing adult services was calculated by dividing the number of adult exiters who gained employment by the year's adult expenditures. The cost per entered employment was \$1,014. For dislocated workers, the cost per entered employment was \$2,131.

Positive program outcomes for youth were considered placement in employment or education, and attainment of a degree or certification. The cost per positive youth outcome was calculated by taking the youth expenditures and dividing them by the number of youth exiting the program with a positive outcome. That cost was \$5,863.

Performance Results

Indiana's statewide performance for Program Year 2008 reported in the Appendix of this report includes all required cohorts for each measure. Indiana was within the 80% parameter in meeting eight (8) of its nine (9) Common Measures performance goals for Program Year 2008.

Indiana's Economic Growth Regions during Program Year 2008



Appendix - State of Indiana – Program Year 2008

NOTE: The following tables with **grayed areas** indicate data not required by the United States Department of Labor for Program Year 2008 because Indiana was approved to report only Common Performance Measures Outcomes per Employment and Training Administration, United States Department of Labor, Training and Employment Notice No. 8-09, dated August 25, 2009.

Table A: Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level – American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants						
Employers						

Table B: Adult Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	70.0	63.2	23,018
			36,419
Employment Retention Rate	83.0	82.5	7,559
			9,163
Average Earnings	\$13,900	\$11,274	\$84,263,750
			7,474
Employment and Credential Rate			

Table C: Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
	Entered Employment Rate	57.9	2,416 4,172	60.8	1,969 3,236	43.6	559 1,281	49.0
Employment Retention Rate	78.9	1,196 1,515	83.0	654 788	81.6	160 196	82.5	487 590
Average Earnings	\$8,921	\$10,473,471 1,174	\$13,622	\$8,827,012 648	\$9,995	\$1,569,163 157	\$10,972	\$5,299,676 483
Employment and Credential Rate								

Table D: Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
	Entered Employment Rate	78.6	1,783 2,269	62.2
Employment Retention Rate	87.0	1,756 2,018	81.2	5,803 7,145
Average Earnings	\$ 12,853	\$21,824,274 1,698	\$10,810	\$62,439,476 5,776

Table E: Dislocated Worker Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	85.0	73.7	2,780
			3,770
Employment Retention Rate	90.0	90.9	1,794
			1,974
Average Earnings	\$16,500	\$14,898	\$25,952,512
			1,742
Employment and Credential Rate			

Table F: Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	73.7	283	69.0	87	62.9	377	67.2	45
		384		126		599		67
Employment Retention Rate	91.3	190	89.7	52	87.0	207	84.9	62
		208		58		238		73
Average Earnings	\$17,217	\$3,202,314	\$15,644	\$813,499	\$14,059	\$2,783,659	\$12,057	\$711,389
		186		52		198		59
Employment and Credential Rate								

Table G: Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	82.6	948	69.9	1,832
		1,148		2,622
Employment Retention Rate	92.6	888	89.3	906
		959		1,015
Average Earnings	\$14,915	\$12,856,889	\$14,881	\$13,095,623
		862		880

Table H 1: Youth (14-21) Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement In Employment or Education	72.0	68.8	1,734
			2,521
Attainment of Degree or Certificate	63.0	57.5	1,356
			2,358
Literacy and Numeracy Gains	40	22	193
			865

Table H 2: Older Youth (19-21) Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate			
Employment Retention Rate			
Six Months Earnings Increase			
Credential Rate			

Table I: Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate								
Employment Retention Rate								
Six Months Earnings Increase								
Credential Rate								

Table J: Younger Youth (14-18) Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate			
Youth Diploma or Equivalent Rate			
Retention Rate			

Table K: Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate						
Youth Diploma or Equivalent Rate						
Retention Rate						

Table L: Other Reported Information

Reported Information	12 Month Employment Retention Rate		12 Months Earnings Increase (Adults and Older Youth) or 12 Months Earnings Replacement (Dislocated Workers)		Placements in Non-traditional Employment		Wages at Entry into Employment for Those Individuals Who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
	Adults	84.2	4,981 5,913	\$2,083	\$12,012,151 5,767	0.0	5 23,018	\$4,184	\$96,062,984 22,960	36.9
Dislocated Workers	90.0	1,620 1,800	88.1	\$24,132,734 \$27,404,126	0.0	1 2,780	\$6,787	\$18,719,474 2,758	35.4	324 914
Older Youth										

Table M: Participation Levels

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	265,507	191,403
Total Adults (self-service <u>only</u>)	109,338	89,909
WIA Adults	262,648	189,500
WIA Dislocated Workers	29,052	9,887
Total Youth (14-21)	6,347	3,512
Younger Youth (14-18)		
Older Youth (19-21)		
Out-of-School Youth	3,166	1,842
In-School Youth	3,078	1,598

Table N: Cost of Program Activities

Program Activity	Total Federal Spending	
Local Adults	\$23,329,548	
Local Dislocated Workers	\$5,923,468	
Local Youth	\$13,854,492	
Rapid Response (up to 25%) WIA Section 134 (a)(2)(B)	\$7,216,436	
Statewide Required Activities (Up to 15%) WIA Section 134(a)(2)(B)	9,508,669	
Statewide Allowable Activities WIA Section 134(a)(3)	Program Activity Description	
	Strategic Skills Initiative	\$999,097
Total of All Federal Spending Listed Above	\$60,831,710	

Table O: Local Performance

**The Indianapolis Private Industry Council, the Workforce
Investment Board for Marion County — Program Year 2008**

Local Area Name <u>MARION COUNTY WIB</u>	Total Participants Served	Adults	19,947
		Dislocated Workers	3,252
		Total Youth	749
		Younger Youth	
ETA Assigned Number 18055	Total Exiters	Adults	14,408
		Dislocated Workers	1,354
		Total Youth	481
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	70	65.2
	Dislocated Workers	85	73.6
	Older Youth		
Retention Rates	Adults	83	88.6
	Dislocated Workers	90	90.5
	Older Youth		
	Younger Youth		
Average Earnings	Adults	13,900	13,629
	Dislocated Workers	16,500	16,518
Six Months Earnings Increase	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14-21)	72	72.6
Attainment of Degree or Certificate	Youth (14-21)	63	54.8
Literacy and Numeracy Gains	Youth (14-21)	40	7.5

Table O: Local Performance (continued)

**State Workforce Innovation Council as the Balance of State
Workforce Investment Board—Program Year 2008**

Local Area Name <u>INDIANA BALANCE OF STATE</u>	Total Participants Served	Adults	242,698
		Dislocated Workers	25,296
		Total Youth	5,715
		Younger Youth	
ETA Assigned Number 18115	Total Exiters	Adults	175,092
		Dislocated Workers	8,190
		Total Youth	3,031
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	70	63.0
	Dislocated Workers	85	73.5
	Older Youth		
Retention Rates	Adults	83	81.9
	Dislocated Workers	90	91.0
	Older Youth		
	Younger Youth		
Average Earnings	Adults	13,900	11,047
	Dislocated Workers	16,500	14,537
Six Months Earnings Increase	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14-21)	72	68.1
Attainment of Degree or Certificate	Youth (14-21)	63	58.0
Literacy and Numeracy Gains	Youth (14-21)	40	26.8