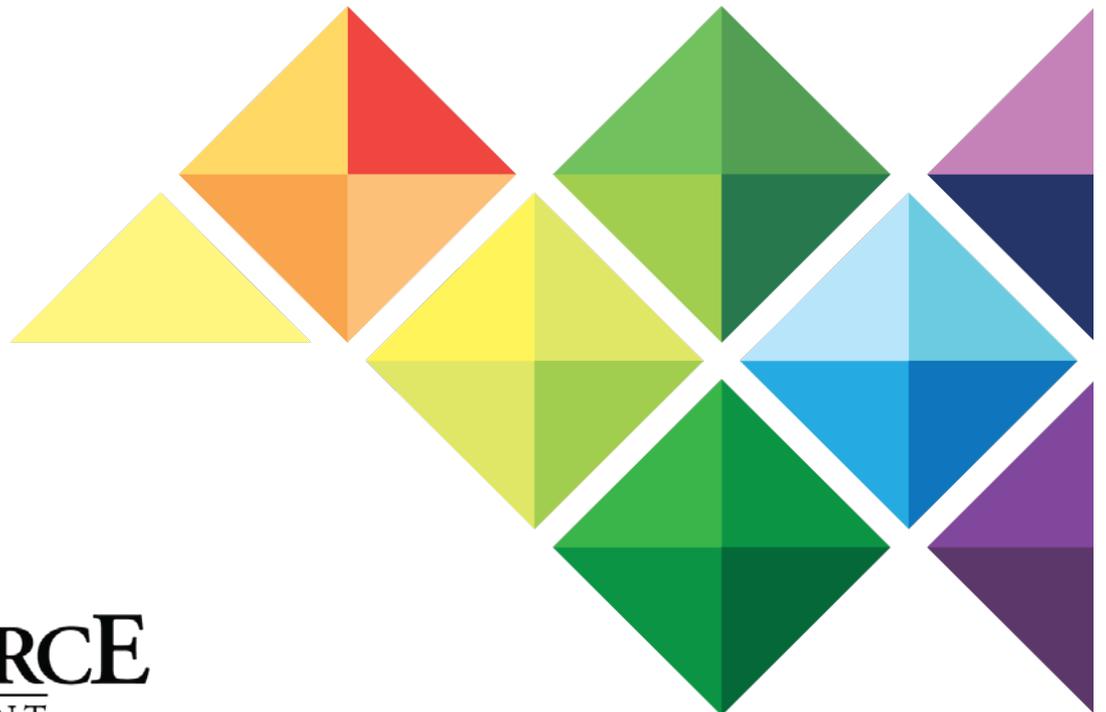


PROGRAM YEAR 2013
JULY 1, 2013 THROUGH JUNE 30, 2014



WORKFORCE INVESTMENT ACT ANNUAL REPORT



INDIANA
WORKFORCE
DEVELOPMENT
AND ITS **WorkOne** CENTERS

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A Message from Interim Commissioner Jeffrey M. Gill

In Program Year 2013, the Indiana Department of Workforce Development, along with our many regional partners, as well as the State Workforce Innovation Council, had quite a few milestone accomplishments to commemorate.

Indiana's Jobs for America's Graduates (JAG) program again enjoyed another year with a graduation rate of roughly 90%. Hoosier JAG students were awarded more postsecondary scholarship dollars over the past year than any other state. The total amount constituted more than twice as much as the next closest participating state. This level of success would never have been possible had the Indiana General Assembly, at the behest of Governor Mike Pence, not allotted \$12 million of state funding for the program during the 2013 session of the General Assembly. As a direct result of this sizable infusion, the Hoosier JAG program is now the largest in the nation. The \$12 million commitment from the Governor and the General Assembly signifies the largest allocation of state funds to a state JAG program in the history of JAG. Indiana is truly preparing today's youth for a bright tomorrow.

Also quite notable during the 2013 program year was the roll-out of Indiana's "Jobs for Hoosiers" program, which was a result of House Enrolled Act 1457, also enacted during the 2013 session of the Indiana General Assembly. This vital program requires unemployed Hoosiers receiving unemployment benefits to visit their local WorkOne (one-stop center) after their fourth week of receiving benefits. As a result, thousands of Hoosiers have been introduced to the litany of free services WorkOne provides and have begun their journey to reemployment or a new career pathway faster and with more tools available and purpose than ever before. As we maintain and fine-tune this program going forward, I am sure this initiative will become a model tool for workforce development that many states across the union are beginning to emulate and will enjoy the same success we have had in Indiana so far.

We are definitely pleased in the success Indiana has experienced during Program Year 2013. It has truly been a testament to how bright Indiana's future workforce is. We also look forward to another year full of positive accomplishments as we continue to show the rest of the nation that Indiana is the State That Works.

Respectfully,



Jeffrey M. Gill, Interim Commissioner
Indiana Department of Workforce Development

MISSION

The mission of the Indiana Department of Workforce Development (DWD) is to advance and cultivate economic growth by building a world-class workforce development system through partnerships and practice. This is accomplished by creating a highly skilled and educated workforce able to compete in the global economy by focusing on the following Good-to-Great principles and goals:

Increase Private Sector Employment

- Identify, Align and Connect Indiana Employers with qualified workers
 - A. Contribute resources to the success of the Governor's Jobs Cabinet, Indiana Works Councils and the Indiana Economic Development Corporation
 - B. Focus resources on identified key industry high growth and demand sectors
 - C. Ensure qualified workers are referred for job openings

IMPROVE THE QUALITY OF THE HOOSIER WORKFORCE

- Ensure Hoosiers achieve occupational goals that advance Indiana's Economy
 - A. Ensure all customers receive skills assessments, career exploration, and career counseling
 - B. Promote college and career readiness and lifelong learning, focusing on occupational certifications
 - C. Improve coordination among secondary education, higher education and workforce development
 - D. Develop career pathways through career, technical and vocational education
- Achieve a cohesive workforce investment system that focuses on delivering high quality services with great efficiency
 - A. Establish a system of partnerships at the state and local level
 - B. Maintain partnerships with organizations promoting workforce and economic development, educational attainment, and career preparation
 - C. Expand the current performance-based funding model into additional programs
 - D. Invest in technology and training to enhance the overall customer service experience
 - E. Improve the integrity of the unemployment insurance system, including rapid reemployment of unemployment insurance recipients

In measuring the effectiveness of the above strategies for building a world-class workforce development system, several key indicators are examined. The Indiana seasonally adjusted unemployment rate for June 2014 was 5.9%. This rate was lower than the national rate of 6.1%. Since June 2013, Indiana's unemployment rate declined 1.7%, which is the 9th largest decrease in the nation. At the end of PY2013, private sector employment (2,561,500) reached mid-2008 levels. Rate of job growth ranked 8th in the nation since the low point of employment in July 2009.

Other measures are also valuable indicators to track strategic outcomes, such as the average bi-annual wages individuals earned after entering the workforce development system, which was \$12,871 in June 2013. Other measures to review are that 70.2% of individuals receiving services through the workforce development system entered employment. Additionally, 85.1% of the individuals retained employment after entering the workforce development system and finding employment. The average weeks individuals remained on unemployment insurance was 15.5. The unemployment insurance tax burden on Indiana employers, which represents taxes as a percent of total wages, was 0.78%, decreased from .83% in 2012.

STATE WORKFORCE INNOVATION COUNCIL (SWIC)

The State Workforce Innovation Council is the state workforce investment board. The council's purpose is to develop and implement an efficient, effective and integrated state workforce development system. This comprehensive system provides employment, education and training programs, and services to insure that all Hoosiers have the skills and opportunities necessary to earn a living wage.

The Council advises the Governor of workforce development needs and recommends ways to meet those needs, while maximizing federal funds and avoiding duplication of effort. In addition, the Council is accountable for the following:

- Reviewing the services and use of funds and resources under applicable federal programs;
- Advising the Governor on methods for coordinating the services and use of funds and resources consistent with the laws and regulations governing applicable federal programs;
- Advising the Governor on the development and implementation of state and local standards and measures;
- Identifying the workforce needs in Indiana and recommending goals to meet the investment needs;
- Advising the Governor on the coordination of federal, state, and local education and training programs and on the allocation of state and federal funds in Indiana to promote effective services, service delivery, and innovative programs;
- Administering postsecondary proprietary educational institution accreditation under Indiana Code 22-4.1- 21;
- Serving as the state advisory body required under the following federal laws:
 - A. 29 U.S.C. 2801 et seq. Workforce Investment Act of 1998 including reauthorizations of the Act;
 - B. 29 U.S.C. 49 et seq., Wagner Peyser Act;
 - C. 29 U.S.C. 2301 et seq., Carl D. Perkins Vocational and Applied Technology;
 - D. 20 U.S.C. 9201 et seq., Adult Education and Family Literacy Act.
- Any other function assigned to the council by the Governor with regard to the study and evaluation of Indiana's workforce development system;

During PY 2013, the SWIC accomplished the following:

- Oversaw the transition from the GED exam to the Indiana High School Equivalency exam in the Adult Basic Education program.
- Oversaw the expansion of the Jobs for America's Graduates (JAG) program that received state funding for the first time in 2013, which allowed the program to essentially double in size. It is now the largest JAG program in the nation.
- Served as the state accrediting body for the non-credit bearing proprietary educational institutions under the office of Career and Technical Schools, pursuant to the state law.

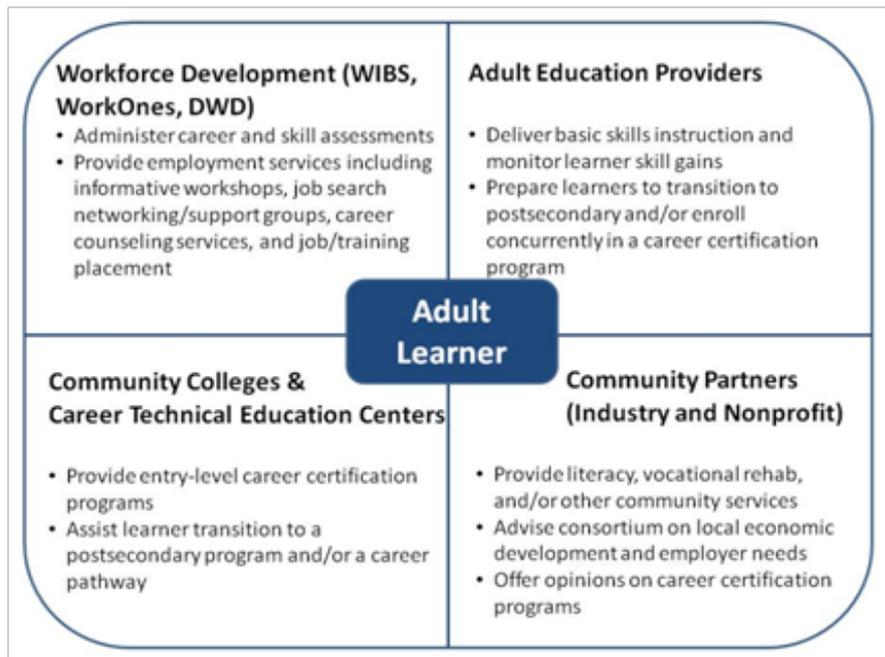
WIA ACTIVITY

Adult Basic Education

The Adult Basic Education (ABE) program is charged with ensuring delivery of foundational skills development, career pathways, and academic and career counseling services to adults and out-of-school youth for the purpose of employment, reemployment, or enhanced employment.

Throughout the state, there are roughly 500,000 individuals who do not have a high school diploma or its equivalent (according to the American Community Survey – U.S. Census Bureau).

The ABE program consists of regional consortia throughout the state constructed within the Department of Workforce Development (DWD) economic growth regions. Each consortium is responsible for ensuring that all adult learners within its service area have access to both educational and career advising services. The chart below outlines the responsibilities of each partner group, with the focus of services supporting the adult learner.



During PY 2013, the following results were accomplished:

30,224 Student Enrollment	
23,103	Level Gains (student may have achieved more than one gain) <ul style="list-style-type: none"> • 5% increase over PY12
6398	GEDs and HS Diplomas Awarded <ul style="list-style-type: none"> • 13% decrease over PY12 due to change in assessment
\$1498	Cost per student who attained a level gain (equivalent to two K-12 grade levels) <ul style="list-style-type: none"> • 14,563 students earned at least one level gain
1220	WorkINDiana Enrollments <ul style="list-style-type: none"> • 89% increase over previous year • 82% completion rate • Of those who completed, 76% earned certification

DWD utilizes a formula allocation system that focuses on awarding federal and state funds in a similar manner. The formula is weighted to consider the unemployment population, the number of enrollees in adult education, and regional performance outcomes.



WorkINDiana

The Indiana Department of Workforce Development invested over \$2 million in State funds to support the WorkINDiana initiative during PY 2013.

The WorkINDiana program enables Adult Basic Education students working toward their high school equivalency to simultaneously earn an industry recognized occupational certification.

This initiative involves a framework of approved certifications (see table on the following page). To ensure success, WorkINDiana requires regional partnership between WorkOne Centers and adult education centers, career and technical education centers, community colleges, and local economic development representatives. Together these partners determine which careers from the certification framework are most relevant to their regions and then implement the requisite training programs. Students may be co-enrolled in Workforce Investment Act programs to finance other services needed.

Since WorkINDiana’s inception in August 2011 2,280 students have enrolled in certification training. There are more than 300 approved career certification programs located at 69 sites across the state with additional programs being added throughout the year.

WorkINDiana Career Certifications	
Industry Sectors	Certifications
Health Care	Certified Nurse Aide (C.N.A.)
	Emergency Medical Technician (E.M.T.)
	Expanded Duties Dental Assistant (L.R.C.)
	Medical Assistant (C.C.M.A. †)
	Medical Coder (C.P.C.)
	Patient Access (C.H.A.A.)
	Pharmacy Technician (C.Ph.T.)
Information Technology	Computer Support Specialist (CompTIA A+ or CompTIA A+, Security+ and Network+†)
	Electronics Installer/Repairers (ESPA/EST)
Business Administration & Support	Admin Assistant (IC3 or Microsoft Office)
	Customer Service Professional (TSIA CSP-1†)
Advanced Manufacturing	CNC Operator (NIMS Level 1)
	Electronic Repairer (ACE/CETa†)
	Entry Level Welder (A.W.S.)
	Heating and Cooling Technician (HVAC)
	Production Worker (MSSC C.P.T.)
Transportation and Logistics	Underground/Surface Coal Mining (MSHA 5023)
	Automotive Service Technician (A.S.E.)
	Laborers and Material Movers (MSSC C.L.A.)
	Laborers and Material Movers + Forklift Driving (MSSC C.L.A.+)
	Truck Driver, Heavy and Tractor Trailer (CDL-A)
Hospitality	Truck Driver, Light and Tractor Trailer (CDL-B)
	Hospitality Staff (START)

† Conditional pending results of pilot.

As of June 30, 2014

Jobs for America's Graduates

Jobs for America's Graduates (JAG)-Indiana is a statewide drop-out prevention program that targets at-risk high school juniors and seniors, and out-of school youth who have dropped out of high school. The program's goals are as follows:



1. Provide basic skills assessment and remediation to ensure program participants receive a high school diploma or its equivalent;
2. Assist in the attainment of employability skills needed to find a job and/or pursue postsecondary education. Students are taught 37 core competencies (skills) to assure a strong attachment to the labor market; and
3. Help to ensure graduates remain employed full-time after graduation or transition to post-secondary education or training.

Indiana's JAG model provides tutoring assistance and adult mentoring. Participants receive individualized attention and identification of specific barriers to success, which may include academic problems, life skills, personal skills, and social or economic barriers. Students receive one year of follow-up service after graduation.

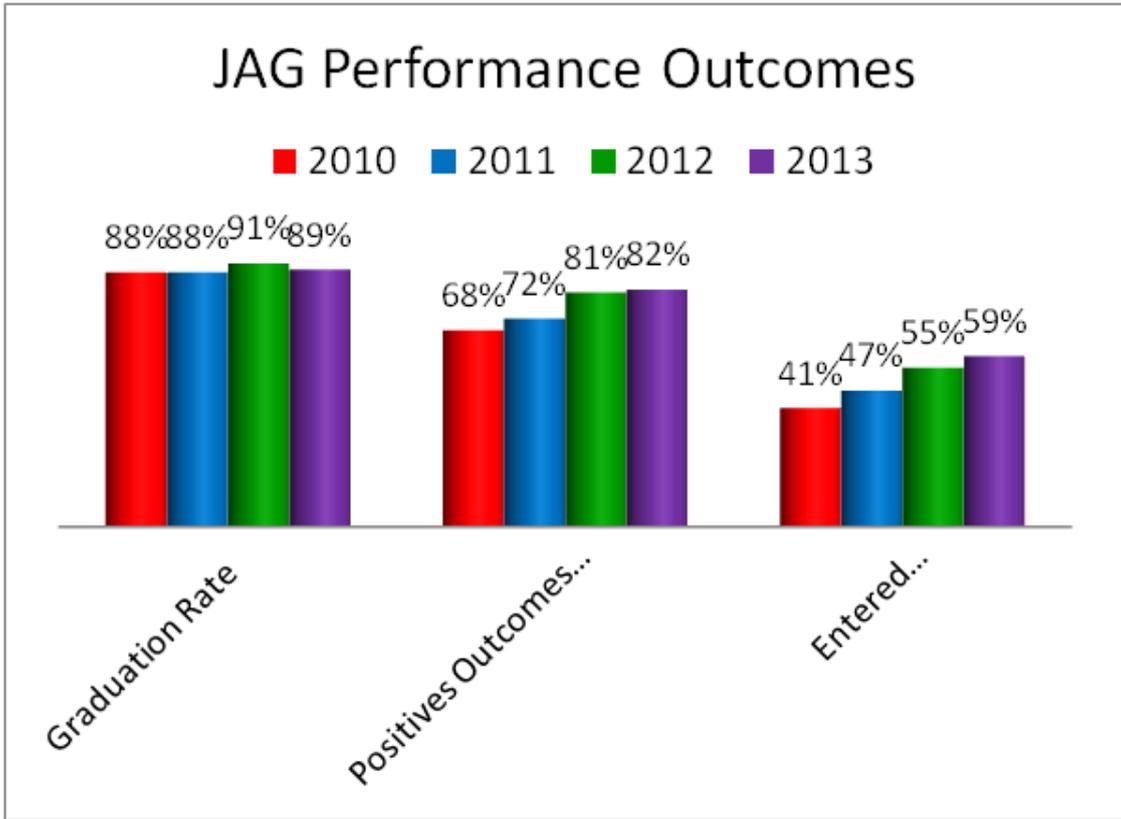
Each senior completes the Free Application for Federal Student Aid (FAFSA), applies to two colleges and has the opportunity to take the American College Testing (ACT), Scholastic Aptitude Test (SAT) or some pre-postsecondary enrollment examination. Last year 44% of the students in follow-up were enrolled in post-secondary education. The current 2014 graduates earned \$10M in outside scholarships. JAG Indiana was recognized by the national organization for having the highest amount of earned scholarships by its students.

In addition to class work, students participated in a highly motivated student-led JAG Career Association at their high schools that promoted community involvement, civic and social awareness and leadership. Through their Career Association, students were invited to participate in a statewide event sponsored by DWD, called The Career Development Conference.

The State Career Development Conference was held March 14, 2014 at Ivy Tech Community College in Indianapolis. The event provided students the opportunity to visit the campus and compete in employability skills events. Twelve regional conferences were held prior to the statewide conference. Ninety-two schools participated in the regional conferences with the top 125 students attending the State conference. The State Career Development Conference featured competitive events designed to demonstrate employability skills learned through program competencies, employer and community connections. Thirty-six students received awards ranging from \$250 to \$3,000.



During the 2013 session of the Indiana General Assembly, state funds were allocated for the first time for JAG. This enabled the program to essentially double in size.



Since its inception in 2006, JAG has served almost 9,000 Hoosier students. 5,000 students participated in JAG at 106 programs throughout the State during the 2013-2014 school year.

Migrant and Seasonal Farmer Workers

As a part of the Department of Workforce Development's (DWD) commitment to serve migrant and seasonal farm workers seeking work and skill enhancements, the following job-related information and assistance was provided:

- Job search, job referral and placement, referral to training and skill building activities;
- Outreach services during the harvest season, 3,000 flyers were distributed; and
- Worked in conjunction with the Proteus, Inc. to coordinate funds for emergency services to farm workers.

Rapid Response

DWD provides services and resources that are brought to dislocated workers on-site at a downsizing company prior to a mass layoff event. These customized services are part of a program called Rapid Response, which is designed to meet the needs of dislocated workers. The goal is to get the dislocated worker back to work as soon as possible and minimize the disruptions in their life a layoff can cause. A Rapid Response event is initiated when the State learns of impending layoffs or closures. Many companies will contact the Rapid Response team to notify them of a layoff and invite them to come on-site to help the workers.

During PY2013, 79 notices of closures or layoffs were received. The WorkOne centers working in conjunction with Regional Workforce Investment Boards provided services that included rapid response orientations, community coordination of resources, job preparedness workshops, career planning, resume development, interview coaching, skill evaluations, training, computer classes, and job service assistance.

DWD has purchased an online tool for rapid response that will be utilized at all WorkOne centers. It is designed to assist dislocated workers in understanding the transferability of their knowledge, skills, and abilities when seeking employment opportunities. The tool creates a personal development plan for the dislocated worker that can be accessed from any computer with internet access. The tool also assists labor market analysts, career counselors, and others with analyzing, understanding, and exploring skills associated with each occupation measured and published by the Occupational Information Network (O*NET) sponsored by the U.S. Department of Labor's Employment and Training Administration.

Reemployment Eligibility & Assessment (REA)

In PY 2013, the Reemployment Eligibility & Assessment (REA) program made significant progress to realign program requirements by utilizing well-defined guidelines including specific work flow processes, use of a customer friendly skills self assessment, and standardized forms and documents. Indiana's goal for 2013 was to provide services to 12, 500 unemployment insurance (UI) recipients. Indiana surpassed its PY2013 goal by 4,377, serving 16, 877 UI recipients. This was an approximate 35% increase in customers served.

Jobs for Hoosiers is an initiative that began October 1, 2013. It is a program that works in tandem with REA and requires individuals receiving unemployment benefits to report to a local WorkOne after their fourth week. The program introduces unemployed Hoosiers to WorkOne services and training opportunities and is intended to help them return to work faster. During the first quarter of Jobs for Hoosiers (October 1, 2013 – December 31, 2013), 15,858 individuals were eligible for the program. 10,822 individuals participated and visited the WorkOne for reemployment services, with 7,468 (69%) being hired within approximately 100 days of their WorkOne visit.

Federal Bonding Program

The Federal Bonding program has proven to be a valuable tool in removing barriers to reemployment. Examples of employment barriers include poor credit history, criminal background, disadvantaged youth, dislocated homemaker, or history of substance abuse. Indiana's Federal Bonding program has established key partnerships both inside and outside the WorkOne system. In PY2013, 82 bonds, valued at \$5,000 each, were issued for a total of \$410,000, reflecting a 34% increase from the previous program year's results of \$305,000/61 bonds.

Veterans Program

In Indiana, there are approximately 279,000 veterans in the workforce. DWD has 66.5 funded veteran staff positions divided between Disabled Veteran Outreach Program Specialists (DVOPS) and Local Veterans Employment Representatives (LVERs) to serve veterans throughout the state. During PY 2013, DWD provided statewide services to more than 8,000 Hoosier veterans through operations at full-service WorkOne Centers, and the Regional Veterans Administration Office in Indianapolis.

Seamless Transition Program

During PY2013, DWD continued its agreement with the USDOL to provide employment, unemployment, reemployment, and training services to National Guard soldiers returning from deployment and demobilizing at Camp Atterbury until the base was re-purposed in Spring 2014. The state continues to work with the Indiana National Guard Yellow Ribbon Seamless Transition Program throughout the state. Under this program, DVOPs provided the following services:

- Assistance in filling out veteran's transition forms for demobilizing soldiers;
- Dissemination of forms to veteran's state employment and training offices;
- Informational services in regards to soldier's rights; and
- Enrollment and job search assistance.

In addition, DVOPS provide continuous support services through the Indiana National Guard Yellow Ribbon Seamless Program, including support services for the Indiana Air National Guard units in Fort Wayne and Terre Haute.

Vocational Rehabilitation and Employment (VR&E) Services (Chapter 31):

Chapter 31 is a unique program designed specifically for disabled veterans and has two primary goals: first, the program assists service-disabled veterans to prepare for, obtain, and maintain suitable employment. For those veterans who are severely disabled and for whom gainful employment is not an option, assistance may be provided to allow these veterans to live more independently in his or her community. During PY 2014, 160 veterans participated in this program. Under this program, DVOPS provide case-management services to veterans entering the employment phase of the rehabilitation process.

Operation Hire a Hoosier Veteran

DWD and several Workforce Investment Boards supported Operation Hire a Hoosier Veteran's career fair on April 16, 2014, which was attended by several hundred Hoosier veterans. In preparation for the career fair, two regional workshops were conducted at various locations throughout the central Indiana area. The workshops included presentations on resume preparation, professional work attire, and interviewing skills. The concept of veteran- focused workshops, plus the cooperation and coordination among Workforce Service Areas (WSA) and Society for Human Resource Management (SHRM), proved to be a success and will become a standard procedure prior to other Hoosier Veteran Career Fairs. Approximately 120 vendors, which included various employers and area post-secondary institutions, participated in the event.

Gold Card Initiative

The Gold Card provides unemployed post-9/11 era veterans with the intensive and follow-up services they need to succeed in today's job market. The Gold Card initiative is a joint effort of the Department of Labor's Employment and Training Administration (ETA) and the Veterans' Employment and Training Service (VETS). DWD provide over one hundred veterans Gold Card services in PY 2014.

The Gold Card program is consistent with all Veterans Services by providing Priority of Service as outlined in DOL/VETS guidance. The Gold Card Veterans are made aware of the intensive services made available. The Post 9/11 Veterans are then provided the services listed below are closely monitored once employment is obtained for retention and to insure a satisfactory outcome.

The enhanced in-person services available for Gold Card holders at local WorkOne offices may include:

- Job readiness assessment, including interviews and testing;
- Development of an Individual Development Plan (IDP);
- Career guidance through group or individual counseling that helps veterans in making training and career decisions;
- Provision of labor market, occupational, and skills transferability information that inform educational, training, and occupational decisions;
- Referral to job banks, job portals, and job openings;
- Referral to employers and registered apprenticeship sponsors;
- Referral to training by WIA-funded or third party service providers; and
- Monthly follow-up by an assigned case manager for up to six months.

Business Services

DWD has a long standing commitment to engaging the state's employers and working to meet the needs of this important workforce development partner. In PY 2013, WorkOne business services delivery personnel have averaged over 350 on-site business visits per month, hosted more than 45 employment fairs per month and conducts over 70 candidate screening activities per month. WorkOne has initiated a customer satisfaction survey for employers and 84% of respondents reported that they were satisfied with WorkOne business services.

The Business Solutions team was launched in DWD dedicated to driving that effort in 2012. Through their leadership, the WorkOne business services teams in each of Indiana's 12 regions have been able to focus their efforts to drive more business engagement, through quality delivery of services, more frequent interaction, and higher repeat customers. The Business Solutions team provides technical and operational leadership to the network of Business Services Representatives and Consultants throughout the state. The Business Solutions team also includes the functional leadership of the Local Veteran's Employment Specialists (LVERs) and 12 specially funded Reentry Employment Coordinators.

Indiana completed its work on the U.S. Department of Labor for Expanding Business Engagement Grant in 2013. This grant was designed to fulfill the following goals.

- Increase the number of repeat business customers accessing WorkOne business services;
- Improve understanding, communication and participation with the workforce delivery system and the Indiana business community;
- Evaluate and expand the range of services provided to business customers;
- Collect, analyze and utilize data more effectively; and
- Create a high standard of service delivery

While we are still evaluating the effectiveness of our efforts on this grant, the U.S. Department of Labor requested that we supply our training materials in hopes they could provide them as a best practice in business services.

DWD engages several key partners from around the state to enhance the reach and effectiveness of Business Services. Some, but not all, of the key partners are listed below:

- Regional Workforce Investment Board Directors
- Regional Business Services Representatives
- Local and State Political Leaders
- Workforce development leaders

- Veterans representatives
- Key leaders in the Indiana business community including representatives from manufacturing, medical services, logistics and other key industries within the state
- Indiana Economic Development Corporation
- Local and Regional Economic Development Professionals
- The Indiana Chamber of Commerce
- The Indiana Manufacturing Association

On-the-Job Training (OJT)

OJT is an occupational skills training program. Individuals earn wages while learning new occupational skills. Employers are reimbursed for costs associated with training new employees. During PY 2013, 671 Indiana participants were enrolled in OJT. The number of OJT participants for PY 2013 is listed below by region:

Region	# of OJT's
Region 1	22
Region 2	11
Region 3	188
Region 4	87
Region 5	31
Region 6	10
Region 7	26
Region 8	2
Region 9	2
Region 10	4
Region 11	226
Region 12	62
State Total	671

Mainly WIA Adult, Dislocated Worker and Youth dollars were used to fund OJTs. Collectively, 414 OJTs were funded by WIA Adult, 48 for WIA Dislocated Workers and 3 for WIA Youth. A few other funding sources such as Rapid Response and Trade Act were also used to finance OJTs. The types of occupations that participants were trained in varied greatly, from Quality Control Systems Manager to Shipping & Receiving Clerk to Electronic Repairer to Team Assembler to Plastic Machine Tool Operator.

Trade Adjustment Assistance (TAA)

In PY2013, Indiana had 10 authorized TAA petitions by companies. Approximately 2,300 workers were eligible for employment services, supportive services and training consideration. During 2013, over 500 individuals participated in TAA training. In PY2013, 178 participants successfully completed individualized training programs. TAA participants may also be co-enrolled in Workforce Investment Act funded programs, based on their need for services not allowed under TAA.

USDOL/TAA Common Measures FFY13 - Indiana	
Entered Employment Rate	75.50%
Employment Retention Rate	90.01%
6-month Average Earnings	\$17,367.00

WORKFORCE DEVELOPMENT GRANTS

National Emergency Grant

Beginning July 1, 2013, Indiana was awarded an approximate \$1 million National Emergency Grant (NEG) from the United States Department of Labor. The Indiana Dislocated Worker Training (DWT) NEG award was utilized to provide occupations in-demand, and education and training to Hoosiers who are experiencing long-term unemployment, have been profiled as likely to exhaust benefits and have barriers to employment. Indiana's strategic focus included on-the-job training and occupational skills training that resulted in industry-recognized credentials. Both training strategies have proved to be effective tools in returning program participants to work more quickly and to help match their skills with employer needs. Ten of the twelve WIBs participated in the NEG. As of June 30, 2014, the Workforce Investment Boards have enrolled 150 participants into On-the-Job Training and expended \$441,005. The grant runs through June 30, 2015.

Disability Employment Initiative Grant

In October 2012, the state was awarded nearly \$2.4 million to implement disability employment initiatives. Regions participating in the grant have been designated as either a pilot area or control area.

Project Scope

The pilot regions will serve adult Hoosiers who may have physical, developmental, psychiatric or other non-visible disabilities, in particular persons who have a Ticket to Work, a disable veteran or eligible spouse, and persons with additional barriers to education, training, or employment success.

Ticket to Work (TTW)

A component of the grant revolves around the TTW program, which focuses on decreasing the client's dependence on cash benefits by increasing their work efforts and achieving self-sufficiency. This program is offered at no cost and on a voluntary basis. Individuals must be between the ages of eighteen and sixty-four, receiving Supplemental Security Income (SSI) or Social Security Disability Insurance (SSDI).

Outreach Efforts

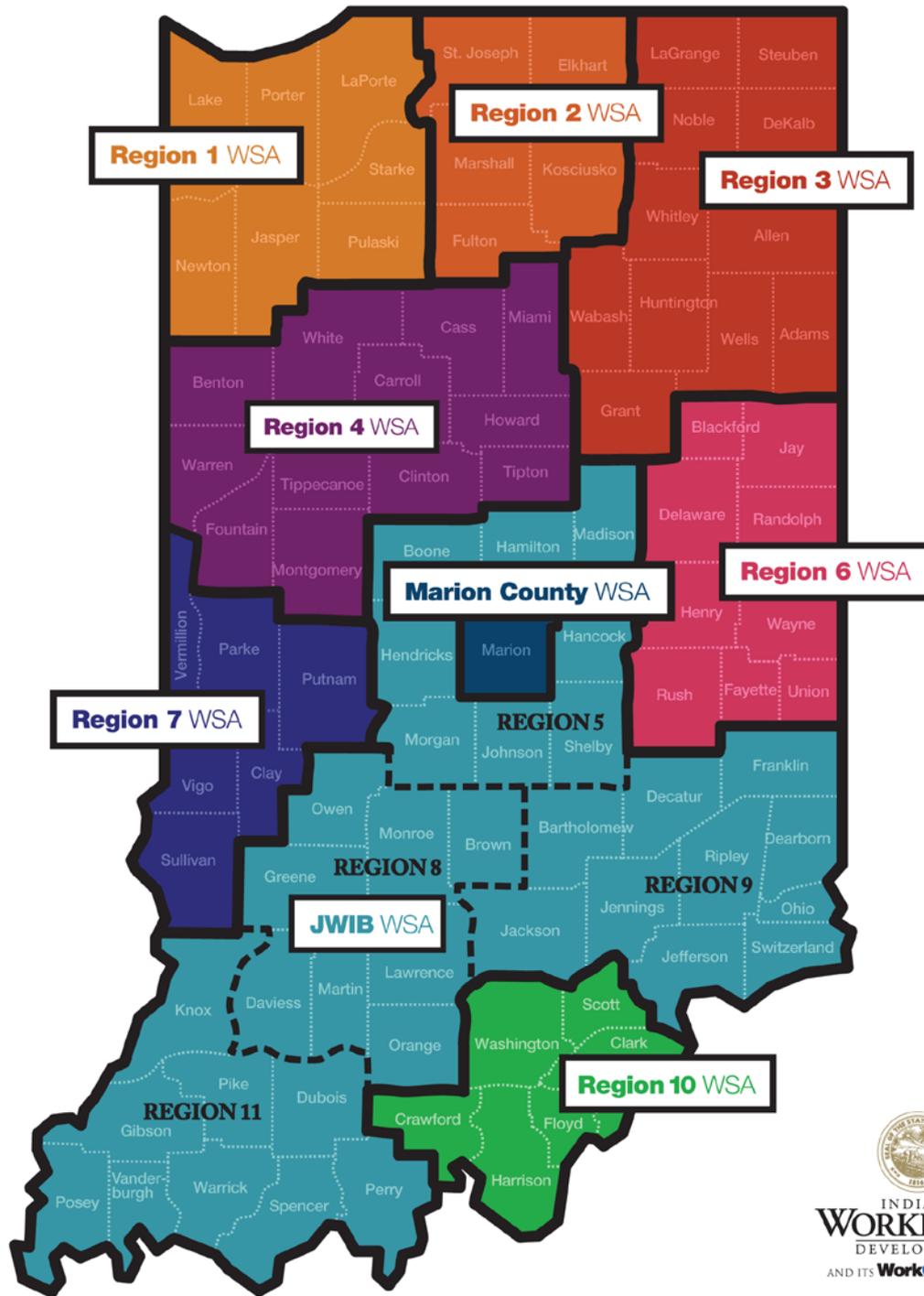
- Pilot regions target persons without a high school diploma or its equivalency, who are basic skills deficient, have a criminal record, homeless, and/or receive Temporary Assistance for Needy Families (TANF) benefits. In addition, Community Health Centers will provide enhanced services to participants with moderate to severe mental illness, a sub-group of persons facing extreme levels of unemployment and poverty. Pilot regions will deliver services through the local WorkOne offices. Participants will have increased access to:
 - Adult basic education and high school equivalency assessment;
 - Advanced training and credential opportunities;
 - Asset development, including counseling related to benefits, work incentives, financial literacy, budgeting, and tax credits and filing;
 - Job readiness training and certification;
 - Integrated case management to coordinate services and support across service providers;
 - Work experience, supported employment, and on-the-job training; and
 - Assistive technology equipment to better meet the needs of individuals with disabilities.

Anticipated Outreach

- Expanded partnerships and co-enrollment among systems servicing adults with disabilities;
- Enhanced accessibility and usability of the WorkOne system;
- Increased use of the Ticket to Work program;
- Increased use of the WorkOne system by adults with disabilities; and
- Improved education, training and employment outcomes.

MAP OF INDIANA WORKFORCE SERVICE AREAS

Department of Workforce Development *Workforce Service Areas (WSA)*



WORKFORCE SERVICE AREA REGIONAL SUMMARIES

Each of Indiana's Workforce Service Areas (WSAs) submitted a snapshot of regional activity during PY 2013. See below for an update on all regions.

WSA 1 – Northwest Indiana Workforce Service Area

ECONOMIC DEVELOPMENT

The Northwest Indiana Workforce Board (NWIWB) and the regional WorkOne system have become key players in the economic growth and competitiveness of our region. The NWIWB and WorkOne Northwest Indiana have provided demand driven education and training, employment and re-employment assistance, and youth focused initiatives, all which provide a solid contribution to local economic development efforts. Whether it's a focus on making sure our youth are getting the right skills and selecting the right career paths to be competitive in the region's labor market, or helping employers access the skilled labor they need, the workforce board works to capture several mechanisms of support for regional economic development.

TRAINING & EDUCATION

- WorkOne Hammond had clients complete the Certified Healthcare Access Associate (CHAA) training that provided them a leg up for Patient Access Specialist positions. The training was developed by WorkOne, Ivy Tech, and four healthcare entities representing the bulk of community based healthcare providers in Northwest Indiana. Ivy Tech conducted the training (June-October 2013) resulting in participants receiving a Completion Certificate, the CHAA credential, and the Indiana Navigator Certification
- In February 2014, 10 Newton and Jasper County residents were recipients of a training scholarship program through WorkOne Northwest Indiana and received their Certified Production Technician (CPT) Certificates and six college credit hours from Ivy Tech Community College. WorkOne Northwest Indiana partnered with Ivy Tech's Corporate College in Lafayette to assess the needs of several employers in Newton and Jasper County. It was evident that a CPT Certification Program would address the skill gaps restricting several of these employers from hiring local residents. This CPT series will continue into the current (2014-15) program year.
- The Northwest Indiana Workforce Board, READY NWI, and the Works Council hosted a program for over 100 middle school and high school counselors and administrators on Monday, June 23, 2014. Educators were provided valuable and usable information from a panel of manufacturing employers who addressed job opportunities and the skills needed to fill those positions. In addition, Dr. David Conley, CEO of the Educational Policy Improvement Center (EPIC) and of *College Knowledge and College and Career Readiness-Helping All Students Succeed Beyond High School* provided a presentation. Dr. Conley is a national leader in defining and promoting college and career readiness.

RE-EMPLOYMENT ASSISTANCE

- The **Lake County Community Fund at the Legacy Foundation** awarded a \$25,000 grant to support a **Skill Building Institute (SBI)** for Lake County residents. WorkOne Northwest Indiana, Indiana University Northwest (IUN), and the Center of Workforce Innovations (CWI), collaborated on the SBI initiative. 25 unemployed participants learned and applied employable skills and attitudes through an innovative curriculum, workshops, and paid internship. The 10-week program ended in April 2014. A second Institute is underway for the FY2014-15 program year.
- WorkOne Northwest Indiana continues to serve job-seekers through the **Northwest Indiana Professional Network (NIPN)**. Going into its 9th year, NIPN is a weekly networking and job hunting group for currently enrolled WorkOne clients who possess an Associate's degree or higher. It operates as a hybrid for improving job search skills, building confidence, and giving participants an opportunity to network with a diverse group of professionals with similar experiences. This past year NIPN has welcomed over 323 participants at their meetings throughout four WorkOne locations in the region.

YOUTH/JAG

- Close to 70 Northwest Indiana students from Gary, East Chicago, Hammond, Knox, and Michigan City participated at the Regional **Jobs for America's Graduates (JAG) Career Development Conference** on February 7, 2014 at Indiana University Northwest in Gary. The Career Development Conference (CDC) is one way to prepare the at-risk youth them for the future by allowing them to compete in events to showcase employability related skills. Awards were presented at the end of the program recognizing 8 recipients who moved on to the state competition in Indianapolis.
- **NW Indiana JAG students captured over \$215,000 in scholarship awards** to help them move on to their next chapter of their lives—post secondary education. 36 JAG students from nine area schools received awards totaling \$215,434. The following NW Indiana schools were part of the 2013-14 JAG program: AK Smith Area Career Center-Michigan City, Calumet New Tech High School-Gary, East Chicago Central High School, Gary Lew Wallace STEM Academy, Gary Roosevelt College & Career Academy, Gary West Side Leadership Academy, Hammond High School, and Knox High School.

WORKONE NORTHWEST INDIANA

- Over 43,900 individuals received services at a WorkOne Northwest Indiana location. PY2013 client satisfaction rating exceeded 84%.
- Over 3,011 local enrolled adult education students received services this past year.
- Over 3,380 individual received services from one of the 18 WorkOne Access Point locations in the region. Access Points provide self-services to individuals who are unable to visit a full service WorkOne due to transportation. Services include access to Indiana Career Connect (ICC) and job searches through designated computers, career planning, job training information, and workshop schedules.

WSA 2 – Northern Indiana Workforce Service Area

PARTNERSHIPS

In PY 2013, The Northern Indiana Workforce Board (NIWB) and staff continued to work diligently to develop partnerships and build trust with other organizations within the region. We realized tremendous success with our businesses services team and continue to work that with our local businesses and economic development partners. In fact, Region two was recognized as the top performing region for IEDC during the year. We developed partnerships for Advanced Manufacturing in St. Joseph, Kosciusko and Elkhart Counties. The region came together and was awarded a \$4.9 million grant to put Project Lead the Way into our regional high schools. We created a consortium to work on health related training and developed new providers for CAN training that is in strong demand y our healthcare providers.

TALENT ROADMAP

The NIWB working in tandem with area economic development partners, businesses and post-secondary institutions conducted a regional workforce assessment of Northern Indiana (Elkhart, Fulton, Kosciusko, Marshall, and Saint Joseph counties). This report provided an in-depth analysis and assessment of the region's workforce, educational attainment, open job opportunities and stakeholder needs. This report has been resurrected and is now providing a lot of structure for the region as the regional "works council" is tasked with many of the items that the Talent Roadmap study was chartered to address. This is especially true in the sectors/training needs areas.

EDUCATION & WORKFORCE INNOVATION NETWORK (EWIN) GRANT

This project has continued to progress with two regional counselors in place to work with individuals in school to assess their career plans and readiness. These counselors are identifying shortfalls in students' academic preparation and working with the schools to correct those shortfalls.

SKILLS, TASKS, & RESULTS TRAINING (START) PROGRAM

In PY 2012, a regional consortium was formed between the WorkOne Centers and eleven colleges and universities to help with non-traditional college student placement activity. This activity continues today. One outgrowth of the consortium work was the START program at Indiana University that provides career pathway training in the hospitality sector through Work Indiana for our Adult Education students.

The program is focused on providing training for twelve major positions within the hospitality industry, including front desk, reservation, housekeeping, bell services, restaurant service, banquet service, and maintenance. In addition, service, professionalism, safety, and career exploration are components of the program. Upon program completion and passing of the certification exam, students receive the industry recognized START certification from the American Hotel and Lodging Educational Institute.

CAMPUS TO CAREER PROGRAM

This program is in its second year of operation with Bethel College and has provided solid job entry activity for graduates. This program aims to maintain graduates locally and not lose them to out of state opportunities.

YOUTH SERVICES

This continues to be a very strong focus for the board. We again expanded the program this year to new schools. The interest has grown to the point that we had to add a second specialist to one of our regional high schools. Our out of school program is gaining significant traction and our coordinator has actually spoken at a national conference regarding our strategy. This will position the board for the upcoming WIOA focus change toward out of school clients.

SCSEP

In a competitive bid process in 2014 the Northern Indiana Workforce Board was awarded a \$774,000 grant to operate the Senior Community Service Employment Program (SCSEP) in Elkhart, Kosciusko, LaGrange, Marshall, Noble and St. Joseph counties in northern Indiana. With this program the board provides re-entry job opportunities for low income senior adults. We are currently working with 20 different local nonprofit and government agencies that provide work experience for our clients.

JOB READY VETERANS

Region 2 chose to be a pilot region for this very new program aimed at providing intensive service to Vets. Job Ready Vets works in conjunction with our WorkOne veteran staff to provide a one week extremely intensive boot camp for veterans to prepare them for a strong job search. Four classes have already “graduated” in the region with a total of 61 participants. The program has been well received by the participants and our employer community.

REGION 2 WORKS COUNCIL

The Northern Indiana Workforce board passed a resolution to work with and support the Region2 Works Council relative to Career Tech Ed improvement in the region. This is something the board strongly believes in and is willing to commit personnel resources, data sharing, analysis and general partnership to the Works Council effort. The President/CEO of the NIWB is heading up the Sector Partnership committee for the regional strategic plan.

WSA 3 – Northeast Indiana Workforce Service Area

ADULT EDUCATION PARTNERSHIPS

In PY 2013, the regional Workforce Investment Board continued its focus on adult education services as a critical component of the regional workforce system. By serving as fiscal agent for all adult education resources in the region, the WIB and the regional adult education consortium were able to provide nearly 2,400 adult education students with access to both adult education and WorkOne services (734 of which earned their High School Equivalency). All participating students also had the opportunity to receive job placement

assistance, career counseling support and career assessment activities and had full access to resume writing, interview preparation, technology classes and many other WorkOne delivery services. Of note, during the past program year, 105 adult education students accessed WorkINdiana skills training programs such as Certified Nursing Assistant (CNA), welding, machining and others. Of these students, 72% successfully completed all training activities and 81% earned an industry-recognized credential.

ECONOMIC DEVELOPMENT & BUSINESS SERVICES

To ensure the economic health of the region, a continuous focused has been placed on aligning workforce services and funding investments designed to support economic development activities within the region. As evidence of this, over the past year the regional workforce system has provided financial and workforce service support to 82 economic development projects, demonstrating the strong alignment that exists between economic and workforce development in the region. Overall, more than 1,200 employers were assisted this past year through hiring events, applicant referrals, candidate pre-screening and incumbent worker and on-the-job training activities. Of interest, the workforce system provided these employers with 182 customized hiring events/job fairs during the past year at which thousands of applicants were identified and pre-screened for these employers.

In addition, during the past year the regional Workforce Investment Board and all of its economic development partners continued and expanded the use of a shared customer relationship management (CRM) system to track and share business service activities. The CRM system is designed to greatly expand and enhance communications between all regional economic development organizations and workforce partners, as well as result in a more seamless and coordinated service delivery system for employers. During the past year, the CRM system was expanded to collect workforce surveys from employers visited by WorkOne staff – surveys which collect real-time and critical information on employer hiring and skill needs.

COHORT-BASED TRAINING

During the past year, regional cohort training programs were utilized extensively to teach specific skill-sets required by area employers. Utilizing the WorkOne delivery system, customized training classes in areas such as welding, CNC machining, industrial maintenance, Six Sigma Green Belt, and others were conducted at multiple locations throughout the area. Implementing this program has allowed job seekers to participate in short term training (typically 10-26 weeks) designed around job opportunities currently available within their communities.

SKILLS TRAINING

During the past year, the region continued its strong commitment to using available workforce resources to support skills training activities for customers (both classroom based training programs as well as on-the-job training programs). Consistent with the region's commitment to using workforce resources on direct customer activities (as opposed to administrative activities), this past year the region limited its administrative expenses to only 6% of available resources. As a result, the region was able to support 1,126 individuals in training activities (940 in classroom based training programs and 186 in on-the-job training activities). Of importance, over the past year the region continued to make extensive use of OJT programs to support multiple economic development projects. This strategy has connected hundreds of unemployed and underemployed workers to permanent high wage jobs. The availability of resources to specifically support these employers lead to opportunities to introduce this program to dozens of new employers to the WorkOne system.

INCUMBENT WORKER TRAINING

Over the past several years, the region has experienced an increasing sense of urgency around the need to address the "skills gap" within the advanced manufacturing sector (the largest employment sector by far in the region). During this past year, a workforce solution was introduced to help address this skills-gap issue and that was in the form of a new incumbent worker training program that has been branded Skill-Link. The basic premise of the Skill-Link program is to work with a small consortium of employers with similar skill needs (such as industrial maintenance) and then work with training partners to custom-build a curriculum to address the identified need. Employers in the consortium then identify lower-wage or entry-level workers whom they

believe have the potential to complete the curriculum and move into higher-skilled and higher-paid positions.

Skill-Link is an evolution of incumbent worker training that is built on the premise that custom-built training programs are simply more effective than their off-the-shelf counterparts. Significant components of the Skill-Link incumbent worker training model include the following:

- All training activities lead to an industry-recognized credential; however, the specific curriculum to be used is developed with significant input from employers to ensure that incumbent workers are learning the precise skills required to move up within the organization.
- All training activities are offered on a schedule that is adjusted to the needs and work schedules of workers being trained. This means that Skill-Link classes may be offered in the afternoon as well as evenings or even in the early hours of a morning.
- All Skill-Link incumbent worker training activities are delivered using a cohort model, meaning a small group of similarly situated workers will work together as a team as they progress through a technical curriculum.
- To ensure worker access to training activities, regional postsecondary and high school CTE resources and locations are utilized to ensure that training programs are portable and offered at locations throughout northeast Indiana.
- As lower wage incumbent workers are trained and promoted, these workers will experience an increase in personal income to support themselves and their families. However, equally compelling is the fact the promotion of these workers will create entry-level job openings for new workers.

Over the past year, multiple Skill-Link incumbent worker training programs were developed which focused on the development of the critical skills sets required for workers to be effective as industrial maintenance technicians, CNC machinists and welders.

YOUTH SERVICES

The continuous focus on regional youth programming needs this past year included investing available youth resources in two specific programs designed to ensure that young adults achieve either a high school diploma or a graduate equivalency degree.

- The *Be SomeOne Now* program is delivered through a youth focused organization, serving young adults between the ages of 16-21 who have withdrawn from high school, enrolled in or need to be enrolled in HSE classes. In this program, *Be SomeOne Now* young adult advocates work with eligible youth to establish and work through short and long term educational and employment goals. Additionally, eligible youth participate in small group sessions covering topics such as getting and keeping a job, resume writing, interview skills, post-secondary fit/FAFSA, financial literacy/budgeting, and leadership development. Young adults may receive up to \$300 in incentives for achieving outcomes, session attendance, meeting goals and attendance in WorkOne workshops. Along with these incentives, young adults are also eligible to receive up to \$1,000 in tuition assistance, paid HSE test fees, intensive case management support and twelve months of follow-up upon program completion. In total, 335 out-of-school youth participated in this education-focused youth program.
- The Jobs for America's Graduates (JAG) program was operated on site at ten regional high schools and provided 598 in-school youth with the support and assistance they needed to stay in school and graduate on time. Overall, the regional JAG program saw a 90% graduation rate from students initially assessed to be at-risk of failing to complete high school graduation requirements.

WSA 4 – WEST CENTRAL INDIANA WORKFORCE SERVICE AREA

YOUTH SERVICES

The Region 4 WIB designated Program Year 2013 as a year to focus on raising the awareness of members of the emerging workforce toward the extraordinary career opportunities available to them in the region's manufacturing sector, if they prepare for them.

As part of the Youth Council's mission of improving the academic and workforce prospects of youth, the Council is helping emerging workers prepare for occupations in advanced manufacturing. The Council, with content and design input from Jobs for America's Graduates (JAG) students, developed a publication on careers in manufacturing, highlighting a variety of career paths for youth to consider. *Careers in Advanced Manufacturing: Your life, Your career, can be Advanced!* is being distributed to area schools and at all WorkOne-sponsored events for youth.

Seventy-five (75) area high school juniors and seniors toured local manufacturing companies in Region 4's first *Manufacturing Career Day* event for career and technical education students during Program Year 2012. Four of the area's largest manufacturing employers hosted the event. The students were given an "up close and personal" look at today's modern, sophisticated manufacturing environment and lots of encouragement to pursue the exciting manufacturing career opportunities available to them locally—if they get the postsecondary credentials they'll need to qualify. During Program Year 2013 the program expanded to six *Manufacturing Career Day* events with a total of 267 students touring Region 4 manufacturer locations.

The Region 4 Workforce Board Youth Council, in coordination with Ivy Tech Community College, WorkOne, and area employers, held the region's first *Youth Summit and Networking Event: What About You?* The Summit was a free, full day interactive and high impact conference for high school students. The event offered youth the opportunity to learn about skills employers' value, summer jobs and internships, and the critical need for skilled workers in the manufacturing industry. Students attending the Summit had the opportunity to meet with employers such as Chrysler and Haynes International, hear Kokomo Mayor Greg Goodnight speak about local employment opportunities, and attend various workshops. Workshops offered throughout the day included; 'Show Me the Money' - understanding the skills and training youth need for high-skill/high-wage jobs and how those jobs support real-world living costs - , and 'You're Fired' - helping youth understand the critical importance of having soft skills as well as technical skills. A panel of employers discussed what they looked for in future employees, the growth opportunities in Advanced Manufacturing, and answered questions from the audience. Students attended pre-event sessions on topics ranging from networking and resume writing to learning how to make a good first impression. The *Summit* culminated in a job fair for summer employment and internship opportunities.

Region 4's Jobs for America's Graduates (JAG) program, a drop-out prevention strategy that helps at-risk youth stay in school to achieve academic, career, and life success, increased from three to seven sites, more than doubling the students served.

ADVANCING MANUFACTURING

During Program Year 2013 the Region 4 WIB continued its sponsorship of the Advancing Manufacturing Initiative (AMI). By providing training leading to a Certified Production Technician credential, AMI is one solution to meeting manufacturing sector employers' demand for skilled workers. The AMI model, thanks in part to the generous support of Duke Energy Foundation, has been adopted in other Indiana regions over the past two years.

AMI, a 12-county partnership of Region 4's manufacturing sector, education, government, and economic development, has graduated 225 certified production technicians over a 28-month period. Seventy-five percent (75%) of graduates have become employed in entry-level manufacturing career pathway occupations at an average hourly wage of \$14.33. A \$359,000 WIB investment thus far has leveraged \$390,000 from other partners. The training pipeline is continually being replenished at training locations throughout Region 4 and

three other Indiana Workforce Service Areas. The initiative has been successful, despite a sporadically sluggish economy, for a least two reasons: 1) Employers prescribed its design and are actively involved in its implementation; and 2) It's not just another training program.

AMI is both a partnership and an initiative. It's a partnership in that every stakeholder contributes to its continuous improvement and sustainability. It's an initiative because it has no ownership—it belongs to the regional community that values and supports it.

During Program Year 2012, *AMI*'s training component was enriched beyond the original 140 hours of technical training to include 10 additional hours of work readiness training. That emphasis on understanding employer expectations, preparing for interviewing, and succeeding during a probationary period of employment has been well-received by trainees and employers. The work readiness training component was continued through Program Year 2013. Soft skill development is embedded in all aspects of *AMI*, from the initial recruiting, screening, assessment, and orientation of new applicants to drug testing, absenteeism and tardiness standards, and classroom deportment and decorum during training.

An *AMI* "Hub", or employment network, meets weekly or as needed, to support the graduates' career search. "Reverse Interview Fairs" are conducted after each class graduation, at which employer partners meet with recent graduates and renew their association with past graduates. A requirement of *AMI* partnership for employers is participation in Interview Fairs, whether they have immediate job openings or not, as well as giving certified production technicians priority consideration for entry-level job openings as they occur.

AMI was the recipient of a *Great Lakes Manufacturing Council Talented Workforce Initiative* award at the "Big M" Manufacturing Convergence event held at the Cobo Center in Detroit on June 12, 2013. *AMI* was also presented at the *Manufacturing Skills Standards Council Annual Meeting Executive Briefing* conducted at the General Electric Evendale (OH) operations on June 18, 2013.

WSA 5 – CENTRAL INDIANA WORKFORCE SERVICE AREA

PARTNERSHIPS

Region 5 Business Services Team members strengthened ties with local Economic Development Directors and staff. Business Consultants have been part of the local team meeting with site selectors to present the services of WorkOne and to provide detailed labor market information. Business Consultants contacted over eight hundred new employers in the region to promote WorkOne services. Staff have participated with local initiatives throughout the region including Workforce and Education Councils, Learning Initiatives and Chamber and Community initiated hiring fairs. Over 100 employers used WorkOne office facilities for employee recruitment and hiring.

A highly successful Rapid Response effort assisted employees of Irwin Tools at its Hancock County Distribution Center. One hundred sixteen people were dislocated when the company consolidated operations out of state. Working with Irwin management early contact was made to advise employees of available services. Multiple onsite workshops focused on job search skills and techniques were held with high participation of employees. The rapid response effort culminated with a targeted on-site hiring fair. Twelve local employers, ready to hire, enabled many workers to quickly transition to new jobs.

Regional staff administered approximately 675 WorkKeys assessments in WorkOne offices during the program year for employers utilizing the WorkKeys assessments in their hiring process.

Customers participated in numerous workshops and innovative offerings programs. Some workshops were designed specifically for targeted populations including veterans, older and white-collar workers. Recognizing the need for Adult Basic Education in Noblesville, a start-up program was funded through regional resources.

INDUSTRY SECTORS INITIATIVES

The purpose of the Shelbyville Manufacturing Skills Connection (MSC) is to provide certified (CPT) work ready candidates for local manufacturers. The initiative is a partnership of the City of Shelbyville, Duke Energy, Ivy Tech Community College, WorkOne and local Manufacturing Employer partners. The instruction, provided by IVY Tech on-site in Shelbyville, is 160 hours in length with 4 modules covering Safety, Manufacturing Process & Production, Quality & Measurement, and Maintenance Awareness. Program is delivered over an eight week time frame and completers sit for the CPT certification tests. After graduation a hiring fair is held and Partner employers have first choice at offering employment to graduates. Scholarships from Duke Energy, City of Shelbyville and WorkOne cover training costs.

The National Aviation Consortium (NAC) is an expansive public-private sector partnership which has developed identified competencies needed by entry level aviation assembly workers and mechanics. A DOL grant has funded the development of a 12 – 16 week training curriculum for students to learn both general and aviation core competencies and earn portable national credentials. Region 5 is partnering with IVY tech to recruit and fund students for this program in central Indiana to address the shortage of skilled workers in this sector.

YOUTH SERVICES

The JAG program in Region 5 nearly doubled in size in Program Year 13, growing from 6 programs to 11, located in 9 high schools. Students were exposed to college through campus visits, as well as field trips to businesses, manufacturing and health care facilities, to learn about careers and how to prepare for them. Fifteen students won the opportunity to compete at the State JAG Career Development Conference, held in March, and seven of those students placed in their area of competition. Additionally, one student was named the Outstanding Senior for the State of Indiana. Region 5 was also one of 10 Regions in the United States to meet the JAG “5 of 5” award, for the second year in a row.

WSA 6 – EASTERN INDIANA WORKFORCE SERVICE AREA

FOUNDATIONAL PYRAMID

The Eastern Indiana Workforce Investment Board has implemented the following Foundational Workforce Development Initiatives Pyramid:

LEVEL 1: The National Career Readiness Certificate.

LEVEL 2: Work Ethic/Soft Skills Training for high-demand, high wage industry sectors.

LEVEL 3: Entry level training for high-demand, high wage industry sectors.

LEVEL 4: Occupation specific skills training for high-demand, high-wage sectors.

LEVEL 5: Mastery of Occupation specific skills for high-demand, high wage sectors.

REGIONAL INITIATIVES

ACT Work Ready Communities: The Eastern Indiana Workforce Investment Board is focused on enhancing regional employability skills by leading a public/private sector partnership to attain ACT Work Ready Communities Certification in every EGR6 county. Four of the nine counties in EGR6 have completed the initial Certification phase. Two additional EGR6 counties are beginning the Certification process in the fall of 2014.

The ACT Certified Work Ready Communities initiative provides regions and communities with the data, tools and processes that create an ecosystem to link education and workforce development together, aligned to economic development at the local and state level. To that purpose, the criteria for community certification focus on utilizing a common tool – the ACT National Career Readiness Certificate (NCRC) – in certifying the foundational work skills of the emerging, transitioning and current workforce. Individuals earning an NCRC and businesses recognizing the certificate at the county level are the building blocks upon which this system is based. Additionally, policy makers are able to use data from these key demographic groups as a road map in their efforts to address potential skills gaps in their state or region. We are creating an ecosystem that links, matches and aligns the workforce at the local level in a consistent manner enabling regions to leverage their aggregate ecosystems as an economic development resource.

Regional Advanced Manufacturing Partnership (RAMP) & Manufacturing Matters: The Eastern Indiana Workforce Investment Board partners with over 20 Advanced Manufacturers and 9 Local Governmental Units in EGR6 to develop entry level training programs that match the current needs of regional employers. RAMP and Manufacturing Matters are sector-specific designed and require 128 to 150 hours (depending on the sector) of training with hands-on/simulated training modules for completion. A Manufacturing Skills Standards Council (MSSC) Certified Production Technician (CPT) Credential is awarded upon completion. The CPT Credential represents knowledge in four key areas common to all manufacturing: Safety, Quality, Manufacturing Processes, Maintenance Awareness and includes critical thinking, problem solving and team work through workshops. Manufacturing Plant Tours are included in the course. Interviews are guaranteed to those who complete these programs. The CPT Certification also translates into six academic credits at Ivy Tech Community College.

Str8t2wrk: The Eastern Indiana Workforce Investment Board partners with Randolph County Local Elected Officials, Private-sector Manufacturers (IMPCO and ECO, Inc.) and the Randolph Eastern School District to provide Str8t2wrk. Str8t2wrk is an Employer-driven and designed program that utilizes Work and Internship-based learning experiences to prepare participants for full-time, sector-specific (manufacturing) employment. Participants are required to work 3 hours per day, 4 days per week for one semester. Work Ethic is emphasized throughout Str8t2wrk.

Regional Industry Sector Initiatives: The Eastern Indiana Workforce Investment Board is partnering with SAGE/Ivy Tech Community College and a national logistics/warehousing/distribution company to provide CDL training that meets the rapidly growing regional demands for this credential.

YOUTH SERVICES

Jobs for America's Graduates (JAG): The Eastern Indiana Workforce Investment Board provides JAG programming for seven school districts in EGR 6. JAG focuses on empowering high school students (at-risk juniors and seniors) to graduate. JAG helps students find entry-level jobs leading to a career and/or postsecondary education. JAG gives students credit towards graduation and offers them the opportunity to expand their horizons through business contacts, unpaid & paid internships, guest speakers, mentors, and community service opportunities.

Youth Leadership and IC3: The Eastern Indiana Workforce Investment Board provides Youth Leadership and IC3 Summer programming for Low-Income High School Youth in EGR6. In PY2013, there were 28 participants from 6 different High Schools. 100% of the participants completed the course and earned both Certificates. Every participant who completes the program and earns two (2) Certifications is awarded a computer tablet.

WSA 7 – WESTERN INDIANA WORKFORCE SERVICE AREA

YOUTH SERVICES

JAG Program Receives 5 of 5 Award – The Region 7 JAG program was recently awarded the 5 of 5 Award for the second straight year. The 5 of 5 Award recognizes JAG programs that meet or exceed the standards in Five Categories that measure student success:

Category	Standard	Region 7
Graduates	90%	92.31%
Total Civilian Job Placements and Military Service	60%	66.67%
Total Positive Outcomes	80%	83.33%
Total in Full Time Placement		
(Includes Full Time Work, Full Time School, Full Time Military or combination of Part Time School and Part Time Work)	80%	90%
Total In Full Time Jobs	60%	65%

Youth Career Camps - This summer, WorkOne once again partnered with local education providers to sponsor several summer camps for the youth in our region. The camps provided attendees with hands on experience in a variety of career fields. This year ten camps were offered. These camps included: Machining, Welding, Healthcare, Electronics, Construction, Auto Service, IC3 - Internet and Computing Core Certification, Digital Photography, Electrical Worker in Construction Industry, and Robotics. WorkOne also provided youth with work experiences at sites throughout the region.

REGIONAL INITIATIVES

Demand-Driven Training Program - Region 7 has partnered with area businesses and Ivy Tech Community College to create a Computer Numerically Controlled (CNC) Machining program which is aligned with the needs of area businesses. Completion of the 225 hour program helps provide students with machining skills that employers are looking for. Employers are encouraged to visit the class and speak with students while they are learning. Employers also provide tours of their facilities as part of the learning experience. Upon completion, students have earned several NIMS certifications, which makes them valuable to area employers. Ivy Tech holds graduation ceremonies at the end of each class, which employers attend. The class has a very high job placement rate.

Education and Workforce Innovation Network (EWIN) Grant – In PY’12, Region 7 was awarded an EWIN grant. The program which the grant has funded is named “Classroom to Careers.” The grant has resulted in the creation of a regional strategic plan to support workforce development as it relates to manufacturing. The goals of the plan are to: 1) establish a regional talent pipeline, 2) create a deliberate mechanism to increase industry-education partnerships that can fill skill gaps, and 3) increase marketing and outreach to build awareness and create excitement for manufacturing.

Through this grant a number of new initiatives have been created:

- The creation and distribution of an “Employer Roadmap” that directs employers to ways in which they can connect with career-related activities at local schools, at a level of involvement that works best for them.
- Regional CTE teacher training has occurred through a peer training program.
- A regional high school counselor academy has been created and is active.

- Monthly N.E.A.T. Newsletters are sent out to students, parents, counselors, teachers, WorkOne customers and specialist, and business leaders. The newsletters highlights demand sectors and careers and spotlights employers offering such jobs. The newsletters are produced through a partnership between the region's CTE Directors, WorkOne, and Ivy Tech Community College.
- Two new career pathways have begun in the region. Two more are pending state approval.
- National Manufacturing Day is celebrated annually, with middle and high school counselors from throughout the region visiting local facilities throughout the day.
- All Parke County 7th, 8th, and 9th grade students learn about demand business sectors and related career opportunities through monthly "career workshops." At these workshops area business people serve on a panel talking about their businesses and careers, displaying products, and answering student questions.
- CTE Directors have been provided the opportunity to visit "best practices" around the county.

Duke Energy Foundation Grant – In response to the expressed need for incumbent worker training by our partners in manufacturing, the Western Indiana Workforce Investment Board applied for and was awarded a grant from the Duke Energy Foundation to support such training. Areas of training offered by Ivy Tech include industrial electrician, industrial maintenance, and machining.

WSA 8 – SOUTH CENTRAL WORKFORCE SERVICE AREA

YOUTH SERVICES

Expansion of JAG Program -- During PY'13, Region 8 increased the number of in-school JAG programs from one site to three sites. In addition to the existing JAG Program located at Eastern Greene High School, the region launched new JAG programs at Bedford North Lawrence High School and Owen Valley High School in January 2014.

This expansion was made possible as a result of the leadership demonstrated by the South Central Region 8 Workforce Board and its Youth Council who worked to identify the schools in the region that were most able to benefit from JAG and offered those schools the chance to participate. The expansion was funded through the blending of WIA Youth resources with State JAG funds that were recently made available.

In addition to increasing the regional planned number of students to be served by JAG from 40 to 120 per year, the creation of two additional JAG sites within the region also allowed Region 8 an opportunity to host a regional JAG Career Development Conference for the first time. The regional Career Development Conference was a success and provided an opportunity for more JAG students from Region 8 to participate regionally and move on to participate at the state competition.

The expansion of JAG also presented the region with an opportunity to develop more partnerships. As a result of the additional JAG sites, partnerships have been formed with the North Lawrence Community School Corporation, Spencer Owen Community Schools, and additional industry and community partners who are interested in supporting the efforts of the JAG students.

REGIONAL INITIATIVES

Industry Sector Partnership with the Advanced Manufacturing Program (AMP)-In an effort to more effectively meet the need for workers who have skills that are in demand in the manufacturing sector, the South Central Region 8 Workforce Board and the WorkOne Centers located in Region 8 are partnering with Ivy Tech and other community partners in the implementation of AMP. Duke Energy, Bloomington-Monroe County Foundation, Lawrence County Economic Growth Council, Indiana Economic Development Council, and the South Central Region 8 Workforce Board are contributing tuition funds to assist candidates in completing the training for which they will receive a MSSC Certified Production Technician credential.

All of the WorkOne Centers in the region are working in cooperation with Ivy Tech-Bloomington to recruit, select and assess candidates by determining interest and appropriateness of each individual for the AMP

training. In addition, the WorkOne Centers are providing National Career Readiness Certifications to document the basic foundational skills of the participating candidates. The Region 8 Training Coordinator is providing Basic Skill Identification and Soft Skills training to all participants. DWD has also agreed to cover the cost of drug testing for students attending the AMP classes.

This partnership is particularly valuable because manufacturing accounts for approximately 13% of the employment opportunities within the region, and it continues to be a significant industry sector in Region 8. Companies producing automotive products; appliances and other durable goods; medical products; and furniture and wood products are significant industries within the region and offer above average wages to job seekers.

Enhanced Business Services Model - During PY'13, Region 8 took steps to improve services to employers and make more effective connections between job seekers and employers who need workers. As a result, the region modified the existing staffing plan for business services and added a Director of Business Services.

Since the region has identified a goal of increasing the number of On-The-Job Training contracts that are written with local employers, a primary goal for the Director of Business Services is to help the region put a plan in place to better market the availability and value of OJTs to businesses. Also, in an effort to maximize the benefit of employer contacts for both job seekers and the companies contacted, the Business Services Director will maintain an awareness of the skills of job ready customers and work to ensure that WorkOne communications are targeted to employers who are looking to hire workers with those specific skills sets.

The Director of Business Services also works closely with the Regional Business Services Coordinator and WorkOne staff who serve on the Business Services Team to ensure that WorkOne services are marketed to the business community in an effective and organized manner avoiding any unnecessary duplication of effort.

Because these staffing changes have resulted in a full-time position that focuses solely on business services, the region is now positioned to provide services that more effectively benefit both job seekers and enhance the services we provide to our employer partners.

WSA 9 – SOUTHEAST INDIANA WORKFORCE SERVICE AREA

PARTNERSHIPS

The Region 9 Workforce Investment Board (WIB) works with the Northern Kentucky Chamber of Commerce and the greater Cincinnati Workforce Network, and four additional WIBS that serve the Tri-State regional to create a regional public-private partnership, the Employers' First Regional Workforce Network and to align and coordinate workforce services for area employers.

During PY13 the WIB has also strengthened its existing contact with key partners within the region, including Eco15, the Columbus Education Coalition and the Region 9 Works Council. The Chair of the latter has recently joined the WIB formally, which will help ensure that this collaboration is comprehensive and ongoing.

WORKONE SERVICES

PY13 saw a dramatic reduction in administrative costs (-28%) due to the WIBs selection of a new Regional Operator. Subsequently, there was an 83% increase in direct client expenditures and a 24% increase in the number of participants in training. Increasing direct client services was an explicit goal of the WIB and this has been quite successful thus far. WorkIndiana was another major success, serving 3 times as many participants in PY13 and jumping to #2 in the state for overall expenditures.

The Regional Operator has also worked closely with the DWD and Service Provider managers to provide greater integration and flexibility of service delivery. The Jobs for Hoosiers program was expanded to the

Express locations in the interest of client convenience. Efforts are also underway to share Vets and UI staff throughout the region so that services are not limited to brick and mortar locations. Reporting has been overhauled substantially as well to ensure that Center Managers are held accountable for outcomes across all programs and there is no longer a divide with DWD and Service Provider staff.

YOUTH SERVICES

The regional JAG program continues to serve four schools and serve ~160 students. JAG programs are located in Jennings, Franklin, Jackson and Jefferson counties. JAG has been very positively received by the community and the Region 9 Youth Council is actively seeking ways to expand it to other schools in the Region.

Regional youth programs and initiatives included: Summer Employment Opportunities Program, an Internships/ Paid Work Experience Program, and a Post-Secondary Scholarship program. All are designed to help the students build working relationships within the community, explore career opportunities and develop personal connection and a sense of community involvement.

WSA 10 – WORKFORCE REGION 10 WORKFORCE SERVICE AREA

MANUFACTURING PARTNERSHIP

Region 10 Workforce Board has developed a partnership with Ivy Tech Community College, and Kentuckiana Works to offer Certified Manufacturing Technician Training at WorkOne. Four classes have been conducted at WorkOne to date, and the training program has benefited area employers and job seekers.

WORKONE JOB FAIR

WorkOne Southern Indiana hosts an annual Job Fair to benefit employers and job seekers. WorkOne Job Fair 2014 attracted 59 area employers ranging from manufacturing , healthcare and warehousing, and 450 job seekers over a 4 hour period.

BUSINESS SERVICES

The Business Services Team coordinated and scheduled 10 business seminars on a variety of human resource topics ranging from Employment Law, FMLA, Recruiting and Retaining Talent, Affordable Care Act, etc. WorkOne partners with SHRM to provide Human Resource Continuing Education Credit for individuals who participate in these seminars. Over 185 human resource professionals attended Business Seminars at Workone last year.

BUSINESS RECRUITING

Business Service staff have arranged over 100 recruiting events at WorkOne last program year, and have assisted employers with recruitment on approximately 1,464 job orders.

YOUTH SERVICES

Summer Youth Program: WorkOne Southern Indiana hosted a Microsoft Office Specialist Training for youth participants. Eight youth participated in the three-week intensive program designed to provide instruction on Microsoft Office Word and Excel, and successfully completed their certification exams. At the conclusion of the program participants delivered a PowerPoint presentation on their respective career path to WorkOne Management Team and staff. The program provided tangible business skills with a certification and soft skills. At the completion of the program each student was awarded a Microsoft Tablet as an incentive for successful completion of the program.

Youth Leadership Academy: WorkOne Southern Indiana held a Youth Leadership Academy in partnership with the New Albany Housing Authority. New Albany Housing Authority provided a classroom and computers for the three week class which was designed to provide leadership and customer service skills. Twenty-Five youth

participated the training, and 24 youth received the Credential in Leadership and Customer Service. Students participated in team building activities, employability skills instruction, employer expectations, and other relevant activities related to career development.

WorkOne Youth Career Expo: WorkOne Southern Indiana hosted its second Youth Career Expo on April 17, 2014. The Expo is designed to provide youth age 15-25 an opportunity to explore a variety of career options with area businesses and training institutions. Thirty-eight businesses, colleges and training institutions participated in the Youth Expo and over 325 youth attended, representing eight regional high schools. Each student attending was provided a career packet to help them with career exploration. Several mini-workshops were held during the event, including professional dress techniques, career exploration, and hot 50 careers.

WorkOne Southern Indiana Hands-Up Program: Region 10 Workforce Board has partnered with four area Community Foundations (Clark/Floyd, Harrison, Scott and Washington Counties) to offer gap funding for WorkOne customers who are attending training for a degree/certification. The funding is to assist students with additional tuition and associated funding needed to complete their training program.

WSA 11 – SOUTHWEST INDIANA WORKFORCE SERVICE AREA

Youth Services

JAG: Region 11 began five new JAG programs at Princeton Community, Gibson Southern, Evansville Harrison, Evansville Bosse, and Evansville Central high schools; totaling eight programs in the region. Region 11's JAG program achieved 5-of-5 Performance Goals; measuring graduation rates, job placements, and positive outcomes for the program year.

Youth Employment Services (YES) - Continued second year of program to assist youth obtain the High School Equivalency Diploma, job placement, job retention, and post-secondary education placement.

REGIONAL INITIATIVES/PARTNERSHIPS

I-69 Innovation Corridor/Brainpower Task Force - Goal to raise the Innovation Index Score 20% by 2025 to develop a culture and environment that supports a regional I-69 Innovation Corridor from Evansville, IN (Vanderburgh County) to Crane, IN (Martin County).

Community Marriage Builders (CMB) - Goal of 40 participants; partnered with the agency in the provision of a full-time staff member.

HIRE - Continued collaboration with the Hoosier Initiative for Re-Entry Employment (HIRE) for recently released ex-offenders where over 200 participants were placed in meaningful employment.

STEM Challenge - Organized the First Annual Southwest Indiana STEM Challenge in conjunction with Mead Johnson Nutrition, Oakland City University and the Brainpower Task Force. 96 students from across the region competed in the day-long event with several problem-solving and trouble-shooting challenges utilizing their Science, Technology, Engineering, and Math skills. Jasper High School took home the honors.

Workforce Pipeline - Organized two Innovative Conversations About Our Workforce Pipeline events in conjunction with the Brainpower Task Force. These events are a collaboration of legislative, business and education representatives to discuss the regional workforce pipeline issues.

Business & Professional Exchange (BPE) - Chapter launched, aimed at helping unemployed seasoned professionals transition into new careers.

Knox HR Group - Created a Knox HR Group in partnership with key human resource leaders in the county to discuss issues and concerns human resource representatives have day-in and day-out.

US 41 Corridor Initiative - Two distinct factors emerged – businesses along the route through Gibson and Vanderburgh counties are having difficulty hiring the workforce they need and WorkOne clients and other segments of the community can't apply for these jobs because they don't have reliable transportation. Government, businesses, community groups and transportation carriers have been convened to look at the two-sided dilemma and study ways of expanding transportation service along U.S. 41 through a possible public/private partnership.

WSA 12 – MARION COUNTY WORKFORCE SERVICE AREA

REGIONAL INITIATIVES

Hire Up Indy - In PY 2013, EmployIndy continued its work with the Hire Up Indy Council to address critical issues in economic growth and career opportunities. The Council identified the lack of qualified applicants to fill available jobs as the single biggest issue facing growth. Commissioned research confirmed the results of the Council's analysis and showed a fundamental misalignment between the talent demanded by employers and the output of secondary and post-secondary education. The research produced specific numbers to outline both what will be needed and what will be attained at current production rates. Some highlights include:

Demand:

- There is enormous demand for technical talent in healthcare, manufacturing, advanced manufacturing, life sciences, high technology, logistics, and alternative energy. This demand will equal 51,500 net new technically orientated positions available by 2025, nearly twice the number of non-technical jobs;
- These jobs will be available in about 275 technically orientated occupations, including production maintenance workers, life science technicians, computer support specialists, logisticians, pharmacy technicians, health coders, computer systems analysts and software engineers; and,
- To meet demand, Central Indiana will need 30,000 net new associate and bachelor's degrees in technical fields.

Supply:

- The adult workforce shows significant under-attainment in postsecondary education;
- At current rates, Central Indiana colleges and universities will produce 11,600 net new technically orientated associate and bachelor's degrees;
- This shortfall will consist of about 10,300 associate degrees and 9,500 bachelor's degrees in technical fields; and,
- To close the gap by 2025, associate degree production will need to triple and bachelor's degree production double.

In response to these facts and observations, Hire Up Indy, supported by more than \$1.8 million in local and philanthropic funds, will invest in programs and curricula that fill gaps, accelerate collaboration, and measure success in the following areas:

- Influence students and the workforce to make Smart Choices about careers and occupations;
- Establish employer-driven partnerships that build Skills that Matter in Central Indiana; and,
- Build Talent Highways enabling new and experienced workers to better access talent development, to accelerate degree and credential completion, and achieve career success.

PowerTrain Indy - PowerTrain Indy matches businesses in need of skilled talent with jobs for residents in their neighborhood. Launched in 2013, PowerTrain Indy offers training to qualifying residents through collaboration with Downtown Indianapolis employers. The program is funded by \$1.5 million created from the establishment of an expanded tax increment financing (TIF) district. Residents can access PowerTrain Indy through the WorkOne Indy network. Engaged employers must commit to hiring program participants and assist in the development and execution of training programs. This engagement allows the organization to develop a workforce through customized training programs and on-the-job training so they know individuals will have the

skills needed to succeed from day one like CLA, CDL, CPT, CNA, welding, HVAC and dental assisting. Between January and June of 2014, PowerTrain Indy enrolled 118 residents and engaged 24 employers to start 75 residents in training programs, resulting in 38 job placements.

WorkOne Indy

- More than 30,000 citizens receive services at WorkOne Indy each year. PY2013 customer satisfaction rating exceeded 95%.
- In PY 2013, WorkOne Indy programs led to more than 665 credentials earned and 3,951 job placements.
- Mobile WorkOne is comprised of staff, mobile technology, and resources. It is partnered with community-based organizations, the Indianapolis Marion County Public Libraries and community events to increase access to services. In 2013, the team serviced more than 25% of WorkOne Indy customers during more than 830 events.
- WorkOne Indy expanded its reach through the online portal WorkOneIndy.org to provide 24/7 access to re-employment services. In PY2013, the website added 9,307 new registrations and logged 167,959 sessions. Registered users attended 1,667 virtual workshops and created 1,938 resumes with the free Resume Builder.

PriorITize - Region 12 concluded PriorITize, an IT training initiative made possible by a \$2.9 million award from the USDOL. This pipeline initiative increased the supply of the labor pool by training 342 unemployed, underemployed, and incumbent workers in IT and electronic systems industries. Training included accelerated, alternative, pilot, stackable and dual-credit educational programs in computer support, computer information technology, health information technology, and electronic systems technology. The program exceeded the project goal of training 300 participants with 285 successfully completing training (goal was 270) and more than 200 trainees being placed in employment or earning a wage increase.

YOUTH SERVICES

JAG - In 2013, Region 12 provided services for 613 in-school and out-of-school youth. JAG (Jobs for America's Graduates) operated in 10 junior and senior classrooms throughout Marion County, exceeding all five of the National JAG standards for alternative education, and participated in 899 business, education and community service activities and 283 work experiences, job shadows and mentorships. For PY 2013, JAG awarded \$899,167 in scholarship money to be used for participants' first year of post-secondary education. The out-of-school YouthWorks Indy program offered young adults, ages 18-21, assistance to obtain a high school equivalency diploma through accelerated adult basic education. In total, the two programs placed 66.8% of participants in education or employment and 63.3% of participants earned a degree or certification. The programs also delivered literacy and numeracy gains of 69.8%.

Youth Employment Services (YES) - This program is provided at no cost and is open to young adults, ages 18-24, who have a desire to secure and grow in a job. YES helps remove barriers to successful employment by providing vouchers to assist in childcare, transportation, work clothing, training and education. In PY 2013 YES invested \$653,194 in services for 328 participants, leading to 73 high school equivalency completions, 56 certifications and 203 job placements.

YouthBuild Indy - This is a national education, work readiness and leadership training program which EmployIndy manages for Marion County. Participants receive support towards a high school equivalency diploma and pathways to college or vocational training, including credentialed construction training. In PY 2013, YouthBuild Indy enrolled 68 participants resulting in 23 high school equivalencies and 21 certifications. The program also placed 62% of its participants in employment.

WAIVERS

WAIVER TO PERMIT INDIANA TO REPLACE THE PERFORMANCE MEASURES AT WIA SECTION 136(B) WITH THE COMMON MEASURES.

The waiver permits Indiana to replace the 17 performance measures under WIA Section 136(b) with the Common Measures.

- DWD will use the three adult common performance measures to negotiate goals and report outcomes for the WIA Adult program and WIA Dislocated Workers programs;
- DWD will use the three youth common performance measures to negotiate goals and report outcomes for the WIA Youth program;
- DWD will no longer negotiate and report the performance measures described at WIA Section 136(b): WIA adult and dislocated credential rates, participant and employer customer satisfaction, older youth measures, and younger youth measures.

The waiver was approved through June 30, 2017.

How the waiver has changed the activities of the state and local areas, and how activities carried out under the waivers have directly or indirectly affected state and local area performance.

The implementation of this waiver permitted Indiana, its workforce investment boards, and service providers to operate under a single and consistent set of performance measures, thus simplifying and integrating program design, delivery and reporting. It eliminated conflicting and contradictory data collection requirements and allowed local areas to operate under clearer performance directives. Multiple programs used the same performance measures to standardize participant performance assessments across programs. Case management and barriers to coordination were reduced. Other program outcomes include:

- All youth were measured by the same set of measurements, eliminating the need to track and report older and younger participants separately.
- The credential measurement for adults and dislocated workers was removed, allowing certificate attainment to be a focus for youth.
- “Skill Attainment” was eliminated as a measure for youth.
- Academic and occupational outcomes for all youth improved by the inclusion of in-school youth in the “Placement in Employment and Education” and “Attainment of a Degree or Certificate” youth common measures. In-school youth are excluded in the youth performance standards.

Discuss whether waiver implementation and outcomes will advance the President’s Job-Driven elements.

Employment and earnings outcomes for WIA program will be measured through the Common Measures. These measure employment rates, earnings and retention rates. It is anticipated that Indiana will again meet all Common Measures following the President’s Job-Driven elements.

WAIVER OF WIA SECTION 133(b) (4) TO INCREASE THE ALLOWABLE TRANSFER AMOUNT BETWEEN ADULT AND DISLOCATED WORKER FUNDING STREAMS ALLOCATED TO A LOCAL AREA

The waiver provided transfer authority between the Adult and Dislocated Worker funding streams. Up to 50% of a local area’s allocation may be transferred between the Adult and Dislocated Workers programs. This waiver was approved through June 30, 2017.

How the waiver has changed the activities of the state and local areas, and how activities carried out under the waivers have directly or indirectly affected state and local area performance.

This waiver helps DWD achieve the strategic goal set by the State Workforce Innovation Council – “Identify, align and connect Indiana employers with qualified workers” - by having the ability to transfer funding to better meet the needs of employers. Specifically, it enables customers to be trained so they have the skills needed by

Indiana employers. It also allows local and regional boards to have greater flexibility to design programs based on regional needs and priorities which maximize the use of a limited amount of funds, all WorkOne customers benefit from expanded access to a comprehensive mix of integrated services.

Discuss whether waiver implementation and outcomes will advance the President’s Job-Driven elements.

By transferring WIA Adult to Dislocated Worker programs or vice versa, it is anticipated that local or regional training programs may be designed to meet hiring needs identified by employers. In this way, the employment and training community will positively respond to training needs identified by employers. Also, by transferring WIA Adult and Dislocated Worker funding, it is also anticipated that work-based learning opportunities may be developed and offered to employers so participants may gain or enhance their skills while employed or while engaged in an experience that is similar to employment.

WAIVER OF WIA SECTION 123 ON THE USE OF ITAS FOR OLDER AND OUT-OF-SCHOOL YOUTH

The waiver permits the State to use Individual Training Accounts (ITAs) for older (aged 19 through 21) and out-of-school youth program participants. The funds used for ITAs will be tracked and reflected in the individual service strategies for these youth. This waiver was approved through June 30, 2017.

How the waiver has changed the activities of the state and local areas, and how activities carried out under the waivers have directly or indirectly affected state and local area performance.

This waiver allows older and/or out-of-school youth to select training institutions and courses through the statewide eligible training provider system named “IN Training.” Indiana believes these youth will benefit from the training provided by these certified training providers. Allowing youth to use ITAs will streamline services, will increase customer choice and will increase local flexibility.

It will also allow us to reduce much of the administrative costs of procuring training providers for youth. Older and/or out-of-school youth will no longer need to meet Adult or Dislocated Worker eligibility requirements to pursue their occupational goals. Eligibility will no longer need to be determined twice due to having to co-enroll in both the WIA Youth and Adult or Dislocated Worker programs in order to receive ITAs.

Discuss whether waiver implementation and outcomes will advance the President’s Job-Driven elements.

By studying performance and outcome data from training entities who accept ITAs, it is anticipated that participants may evaluate the data and make a more informed choice on a training program and institution. Also, it is anticipated that outcome data from training entities that is widely published may drive accountability among training entities for who has the best results. The data would need to be designed in a user-friendly format and easily understood.

WAIVER OF WIA SECTION 134(a) TO PERMIT LOCAL AREAS TO USE A PORTION OF LOCAL FUNDS FOR INCUMBENT WORKER TRAINING

The waiver permits local workforce investment areas to use up to 10% of Dislocated Workers funds and up to 10% of local Adult funds for incumbent worker training as part of a layoff aversion strategy. The use of Adult funds is restricted to only serving lower income adults. The training is restricted to skill activities only. This waiver was approved through June 30, 2017.

How the waiver has changed the activities of the state and local areas, and how activities carried out under the waivers have directly or indirectly affected state and local area performance.

One of the goals of this waiver was to leverage and increase the flexibility of funding at the local level to support workforce investment projects serving alternative client populations. Consistent with the Governor’s strategic priorities of growing Hoosier jobs and employment and growing Hoosier personal income, DWD is seeking to provide workforce investment services and activities to a client population not normally eligible for WIA enrollment. This strategy is designed to move incumbent worker populations to a “higher rung” on the occupational ladder, thereby increasing the availability of entry-level positions for WIA enrollees and recent exiters. Indiana will report performance outcomes for incumbent workers served under this waiver in the Workforce Investment Act Standardized Record Data system (WIASRD). Local areas will continue to conduct the required local employment and training activities at WIA Section 134(d).

Discuss whether waiver implementation and outcomes will advance the President's Job-Driven elements.

It is anticipated that implementation of this waiver should promote the use of work-based learning opportunities such as on-the-job training and internships by providing training for current low-skilled or low-wage employees that give them access to more advanced positions.

WAIVER OF WIA SECTION 134(a) (1) (A) TO PERMIT A PORTION OF THE FUNDS RESERVED FOR RAPID RESPONSE ACTIVITIES TO BE USED FOR INCUMBENT WORKER TRAINING

The waiver permits the State to utilize up to 20% of rapid response funds for incumbent worker training only as part of a layoff aversion strategy. All training is limited to skill attainment activities.

How the waiver has changed the activities of the state and local areas, and how activities carried out under the waivers have directly or indirectly affected state and local area performance.

The primary goal of this waiver request is to allow the usage of rapid response funds for training to workers employed at those companies that are at-risk for potential layoffs. The provided training funds allow workers to increase their skills and education level to either remain employed at their current employer, helping the employer through the challenging times with higher skill levels, or become quickly reemployed should the risk for layoff come to fruition. DWD reported performance outcomes for any incumbent workers served under this waiver in the WIA Standardized Record Data system (WIASRD).

Discuss whether waiver implementation and outcomes will advance the President's Job-Driven elements.

It is anticipated that implementation of this waiver should promote the use of work-based learning opportunities such as on-the-job training and internships by providing training for current low-skilled or low-wage employees that give them access to more advanced positions.

WAIVER OF WIA SECTION 134(A) CERTAIN MANDATORY USES FOR GOVERNOR'S RESERVE FUNDING:

- Section 134(a)(2)(B)(i) and 20 CFR 665.200(b)(3) requiring dissemination of training provider performance and cost information;
- WIA Section 134(a)(2)(B)(ii) and 20 CFR 665.200(d) requiring the completion of evaluations on workforce investment activities for adults, dislocated workers, and youth;
- Section 134(a) (2) (B) (iii) and 20 CFR 665.200(e) requiring provision of incentive grants to local areas.

The State of Indiana did not seek a renewal for the waiver requiring dissemination of training provider performance and cost information. The approval period was allowed to lapse and the waiver expired on June 30, 2013. The waiver requiring completion of evaluations on workforce investment activities for adults, dislocated workers and youth and the waiver requiring provision of incentive grants to local areas are approved through June 30, 2015.

WAIVER OF WIA SECTION 123 THAT REQUIRES PROVIDERS OF WIA YOUTH PROGRAM ELEMENTS TO BE SELECTED ON A COMPETITIVE BASIS

The waiver permits Indiana to allow WorkOne or partner agencies to directly provide the following four (4) of the ten (10) program elements for youth:

- Paid and unpaid work experiences, including internships and job shadowing, as appropriate;
- Supportive services;
- Follow-up services for not less than 12 months after the completion of participation, as appropriate; and
- Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.

In granting the waiver for the element of guidance and counseling, USDOL specifically requested that the waiver be available to local areas on a case-by-case basis to areas that demonstrate a cost savings and ensures that its implementation provides equitable services to all customers regardless of background. This waiver was approved through June 30, 2017.

Indiana and its regional areas will still meet Office of Management and Budget requirements (codified in 29 CFR 95.40 – 95.48 and 97.36) and all state and local procurement laws and policies.

How the waiver has changed the activities of the state and local areas, and how activities carried out under the waivers have directly or indirectly affected state and local area performance.

This waiver will help achieve the following priority of the Governor for the workforce system: growing Hoosier jobs and employment. With this waiver, the workforce system will have greater flexibility and improve service delivery to youth, thus placing additional youth into employment

The State will provide guidance outlining the criteria for obtaining flexibility and will ensure that it reviews the following factors in assessing requests:

- Description of the alternative service delivery arrangement;
- Name of the WorkOne or partner that will provide services;
- Justification in support of the determination not to select the provider through a competitive procurement;
- How the benefits will be measured; and
- How customer service will be improved, including how the local area will leverage and coordinate services with community based organizations that serve diverse populations

Discuss whether waiver implementation and outcomes will advance the President's Job-Driven elements.

It is anticipated that this waiver implementation may assist in creating regional collaborations among American Job Centers, education institutions, labor, and nonprofits. Resources across partners may be leveraged when determining the entity to provide the service for these participants with multiple barriers to employment

WAIVER OF THE PROVISION AT 20 CFR 663.530 THAT PRESCRIBES A TIME LIMIT ON THE PERIOD OF INITIAL ELIGIBILITY FOR TRAINING PROVIDERS

This waiver was previously granted. The State of Indiana did not seek a renewal and the approval period was allowed to lapse and expired on December 31, 2012.

CUSTOMER SATISFACTION

The Indiana Department of Workforce Development has developed two unique surveys to measure customer satisfaction among both our employers and job-seekers. The WorkOne Customer Service survey rates the WorkOne center experience. The Indiana Career Connect (ICC) Survey is sent out to ICC users that have recently used the ICC system. ICC is the state's job matching system.

Results from the surveys are provided in the attached charts (see Appendix B) and reflect the time frame of January through July 2014. Information in the charts includes the question asked and the response rate in percentages and whole numbers.

The two very different areas that Indiana has chosen to monitor were selected as we strive to continuously improve our system. Additionally, local areas often have their own customer satisfaction rating tools. One example is the Net Promoter Survey used in Region 5, also included in the Appendix.

Oversight Data Element Validation

WIA data element validation and TAA data validation were completed by Oversight Resolution in February 2014.

COST OF WIA 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 (10/1/12-9/30/13)	Adult & Dislocated Worker Exiters (10/1/12-9/30/13) with Positive Outcomes	Program Year 2013 Expenditures	Program Year 2013 Cost per Positive Outcome
Adult Program	27,706	19,403	\$12,445,450	\$641
Dislocated Worker Program	7,211	5,261	\$16,996,163	\$3,231
	Youth Exiters (1/1/13-12/31/13)	Youth Exiters (1/1/13-12/31/13) with Positive Outcomes		
Youth Program	2,894	2,311	\$13,975,454	\$6,047

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 \$641.00. For dislocated workers, the cost per entered employment was \$3,231.

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 \$6,047.

Performance Results

Indiana’s statewide performance for PY 2013 reported in Appendix A of this report includes all required cohorts for each measure. Indiana was within the 80% parameter in meeting or exceeding all of its nine (9) Common Measures performance goals for PY 2013.

WIA PERFORMANCE GOALS

PY 2013 WIA Performance Goals for Indiana WIBs and RWBs

PY13 Goals	
WIA Adults	
Entered Employment Rate	62%
Employment Retention Rate	83.0%
Average Earnings*	\$13,000
WIA Dislocated Workers	
Entered Employment Rate	67.0%
Employment Retention Rate	88%
Average Earnings*	\$15,750
Wagner-Peyser	
Entered Employment Rate	60%
Employment Retention Rate	83.0%
Average Earnings*	\$13,900
WIA Youth	
Placement in employment or Education	64.0%
Attainment of Degree or Certification	58%
Literacy & Numeracy Gains	41%

**Of those participants who are employed in the first, second and third quarters after the exit quarter:
Total earnings in the second quarter plus the total earnings in the third quarter after the exit quarter divided by the number of participants who exit during the quarter.*

EVALUATION OF STATE PROGRAMS

The State recognized the importance of accountability in the delivery of all workforce investment services and continues to push for the highest performance outcomes it can achieve. To that end, the State Workforce Innovation Council (SWIC) and the Department of Workforce Development (DWD) performs detailed analysis of performance levels at the State, local, and regional level.

DWD worked closely with the local Workforce Investment Boards (WIBs) to develop a performance reporting process that enables DWD to compare performance among both performance outcome measures and financial data. This reporting process enables DWD, the SWIC, and local WIBs to not only review Common Measures outcomes, but also to review other information such as the number of individuals that enter employment relative to the total number of unemployed, and cost-per-service and per-outcome data.

APPENDICES

Appendix A

NOTE: The following tables with **grayed areas** indicate data not required by the U.S. Department of Labor for Program Year 2013 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. 31-09, dated June 11, 2010. *For this same reason, Tables A, H-2, I, J, and K have been omitted from this report.*

Table B: Adult Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	62.0%	70.0%	19,402
			27,705
Employment Retention Rate	83.0%	84.9%	21,858
			25,734
Average Earnings	\$13,000	\$12,763	\$274,288,100
			21,491
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	65.1%	2,367	70.0%	2,079	54.9%	539	56.7%
		3,635		2,969		982		4,412
Employment Retention Rate	81.7%	2,726	83.1%	2,417	74.7%	516	83.6%	2,556
		3,336		2,909		691		3,058
Annual Earnings	\$9,513	\$25,343,476	\$14,426	\$34,116,443	\$12,196	\$6,061,449	\$12,791	\$31,785,680
		2,664		2,365		497		2,485
Employment and Credential								

Table D: Other Outcomes Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	79.4%	2,431	70.4%	7703
		3,063		10,939
Employment Retention Rate	88.1%	3,682	84.9%	8,716
		4,179		10,266
Average Earnings	\$13,389	\$48,053,580	12,682	\$107,936,447
		3,589		8,511

Table E: Dislocated Worker Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	67.0%	73.0%	5,260
			7,210
Employment Retention Rate	88.0%	87.7%	5,619
			6,410
Average Earnings	\$15,750	\$14,685	\$80,826,333
			5,504
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	72.0%	589	60.2%	133	59.1%	880	69.2%
		818		221		1,488		39
Employment Retention Rate	83.3%	602	79.7%	118	84.5%	857	83.3%	25
		723		148		1,014		30
Average Earnings	\$15,691	\$9,226,095	\$14,517	\$1,669,479	\$14,270	\$11,844,223	\$11,436	\$274,465
		588		115		830		24
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%	1,121	71.1%	2,294
		1,358		3,226
Employment Retention Rate	90.9%	1,575	86.6%	2,724
		1,733		3,145
Average Earnings	\$14,974	\$23,074,333	\$14,123	\$37,482,948
		1,541		2,654

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement In Employment or Education	64.0%	69.5%	1,770
			2,548
Attainment of Degree or Certificate	58.0%	66.5%	1,640
			2,468
Literacy and Numeracy Gains	41%	44.9%	318

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	86.8%	17,260	\$2,790	\$46,432,363	0.0%	0	\$5,301	\$101,190,851	0.0%	0
		19,895		16,643		19,402		19,090		2,431
Dislocated Workers	89.2%	4,476	109.9%	\$63,678,941	0.0%	0	\$6,458	\$33,336,067	0.0%	0
		5,019		\$57,921,280		5,260		5,162		1,121
Older Youth										

Table M: Participation Levels

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	180,502	171,162
Total Adults (self-service <u>only</u>)	128,772	132,429
WIA Adults	180,502	171,162
WIA Dislocated Workers	7,514	6,354
Total Youth (14-21)		
Younger Youth (14-18)		
Older Youth (19-21)		
Out-of-School Youth	2,139	1,353
In-School Youth	3,549	1,543

Table N: Cost of Program Activities

Program Activity	Total Federal Spending
Local Adults	\$12,445,450.00
Local Dislocated Workers	\$16,996,163.00
Local Youth	\$13,975,454.46
Rapid Response (up to 25%) WIA Section 134 (a)(2)(B)	\$1,949,023.42
Statewide Required Activities (Up to 15%) WIA Section 134(a)(2)(B)	\$3,522,287.29
Statewide Allowable Activities	
WIA Section 134(a)(3)	Program Activity Description
Total of All Federal Spending Listed Above	\$48,888,378.17

Table O:
Local Performance: Center of Workforce Innovation, Serving Workforce Service Area 1

Local Area Name Northern Indiana WIB	Total Participants Served	Adults	38,344
		Dislocated Workers	713
		Total Youth	793
		Younger Youth	
ETA Assigned Number 18150	Total Exiters	Adults	36,473
		Dislocated Workers	697
		Total Youth	421
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	62.0%	67.2%
	Dislocated Workers	67.0%	67.6%
	Older Youth		
Retention Rates	Adults	83.0%	84.5%
	Dislocated Workers	88.0%	87.1%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	\$13,000	\$12,739
	Dislocated Workers	\$15,750	\$13,429
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)	64.0%	64.4%
Attainment of Degree or Certificate	Youth (14-21)	58.0%	58.5%
Literacy and Numeracy Gains	Youth (14-21)	41.0%	53.0%

Table O:
Local Performance: Northern Indiana Workforce Board, Serving Workforce Service Area 2

Local Area Name Northern Indiana WIB	Total Participants Served	Adults	10,036
		Dislocated Workers	343
		Total Youth	503
		Younger Youth	
ETA Assigned Number 18150	Total Exiters	Adults	8,136
		Dislocated Workers	219
		Total Youth	282
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	62.0%	63.3%
	Dislocated Workers	67.0%	84.4%
	Older Youth		
Retention Rates	Adults	83.0%	84.6%
	Dislocated Workers	88.0%	94.1%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	\$13,000	\$11,784
	Dislocated Workers	\$15,750	\$15,594
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)	64.0%	71.5%
Attainment of Degree or Certificate	Youth (14-21)	58.0%	65.7%
Literacy and Numeracy Gains	Youth (14-21)	41.0%	40.0%

Table O:
Local Performance: Partners for Workforce Solutions, Servicing Workforce Service Area 3

Local Area Name Northern Indiana WIB	Total Participants Served	Adults	30,917
		Dislocated Workers	1,316
		Total Youth	744
		Younger Youth	
ETA Assigned Number 18150	Total Exiters	Adults	26,129
		Dislocated Workers	1,022
		Total Youth	400
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	62.0%	70.3%
	Dislocated Workers	67.0%	76.6%
	Older Youth		
Retention Rates	Adults	83.0%	85.2%
	Dislocated Workers	88.0%	87.9%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	\$13,000	\$13,338
	Dislocated Workers	\$15,750	\$15,312
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)	64.0%	60.3%
Attainment of Degree or Certificate	Youth (14-21)	58.0%	57.9%
Literacy and Numeracy Gains	Youth (14-21)	41.0%	37.3%

Table O:
Local Performance: Tecumseh Area Partnership, Inc, Servicing Workforce Service Area 4

Local Area Name Northern Indiana WIB	Total Participants Served	Adults	20,833
		Dislocated Workers	1,255
		Total Youth	545
		Younger Youth	
ETA Assigned Number 18150	Total Exiters	Adults	18,901
		Dislocated Workers	1,222
		Total Youth	242
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	62.0%	70.1%
	Dislocated Workers	67.0%	69.0%
	Older Youth		
Retention Rates	Adults	83.0%	86.8%
	Dislocated Workers	88.0%	86.4%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	\$13,000	\$12,699
	Dislocated Workers	\$15,750	\$14,588
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)	64.0%	87.5%
Attainment of Degree or Certificate	Youth (14-21)	58.0%	77.6%
Literacy and Numeracy Gains	Youth (14-21)	41.0%	44.2%

Table O:
Local Performance: Interlocal Association, Servicing Workforce Service Area 5

Local Area Name Northern Indiana WIB	Total Participants Served	Adults	16,755
		Dislocated Workers	981
		Total Youth	646
		Younger Youth	
ETA Assigned Number 18150	Total Exiters	Adults	19,592
		Dislocated Workers	676
		Total Youth	277
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	62.0%	74.0%
	Dislocated Workers	67.0%	77.0%
	Older Youth		
Retention Rates	Adults	83.0%	84.0%
	Dislocated Workers	88.0%	87.7%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	\$13,000	\$13,092
	Dislocated Workers	\$15,750	\$16,344
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)	64.0%	65.2%
Attainment of Degree or Certificate	Youth (14-21)	58.0%	63.6%
Literacy and Numeracy Gains	Youth (14-21)	41.0%	34.8%

Table O:
Local Performance: Alliance for Strategic Growth, Inc, Servicing Workforce Service Area 6

Local Area Name Northern Indiana WIB	Total Participants Served	Adults	15,633
		Dislocated Workers	547
		Total Youth	489
		Younger Youth	
ETA Assigned Number 18150	Total Exiters	Adults	14,334
		Dislocated Workers	400
		Total Youth	332
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	62.0%	73.2%
	Dislocated Workers	67.0%	72.8%
	Older Youth		
Retention Rates	Adults	83.0%	87.3%
	Dislocated Workers	88.0%	90.2%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	\$13,000	\$12,875
	Dislocated Workers	\$15,750	\$13,826
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)	64.0%	70.9%
Attainment of Degree or Certificate	Youth (14-21)	58.0%	79.0%
Literacy and Numeracy Gains	Youth (14-21)	41.0%	46.0%

Table O:
Local Performance: WorkOne Western Indiana, Servicing Workforce Service Area 7

Local Area Name Northern Indiana WIB	Total Participants Served	Adults	7,056
		Dislocated Workers	320
		Total Youth	374
		Younger Youth	
ETA Assigned Number 18150	Total Exiters	Adults	6,308
		Dislocated Workers	171,95
		Total Youth	
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	62.0%	78.5%
	Dislocated Workers	67.0%	90.0%
	Older Youth		
Retention Rates	Adults	83.0%	86.0%
	Dislocated Workers	88.0%	92.6%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	\$13,000	\$12,200
	Dislocated Workers	\$15,750	\$16,494
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)	64.0%	70.8%
Attainment of Degree or Certificate	Youth (14-21)	58.0%	66.7%
Literacy and Numeracy Gains	Youth (14-21)	41.0%	45.5%

Table O:
Local Performance: Region 8 Workforce Board, Inc., Servicing Workforce Service Area 8

Local Area Name Northern Indiana WIB	Total Participants Served	Adults	10,439
		Dislocated Workers	269
		Total Youth	279
		Younger Youth	
ETA Assigned Number 18150	Total Exiters	Adults	8,240
		Dislocated Workers	147
		Total Youth	149
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	62.0%	73.0%
	Dislocated Workers	67.0%	75.8%
	Older Youth		
Retention Rates	Adults	83.0%	85.1%
	Dislocated Workers	88.0%	81.2%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	\$13,000	\$12,017
	Dislocated Workers	\$15,750	\$13,152
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)	64.0%	80.7%
Attainment of Degree or Certificate	Youth (14-21)	58.0%	66.7%
Literacy and Numeracy Gains	Youth (14-21)	41.0%	46.0%

Table O:
Local Performance: Region 9 Workforce Board, Inc., Servicing Workforce Service Area 9

Local Area Name Northern Indiana WIB	Total Participants Served	Adults	6,968
		Dislocated Workers	151
		Total Youth	226
		Younger Youth	
ETA Assigned Number 18150	Total Exiters	Adults	6,406
		Dislocated Workers	151
		Total Youth	130
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	62.0%	63.3%
	Dislocated Workers	67.0%	76.2%
	Older Youth		
Retention Rates	Adults	83.0%	83.7%
	Dislocated Workers	88.0%	89.4%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	\$13,000	\$12,323
	Dislocated Workers	\$15,750	\$13,729
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)	64.0%	72.8%
Attainment of Degree or Certificate	Youth (14-21)	58.0%	74.8%
Literacy and Numeracy Gains	Youth (14-21)	41.0%	65.2%

Table O:
Local Performance: Region 10 Workforce Board, Inc., Servicing Workforce Service Area 10

Local Area Name Northern Indiana WIB	Total Participants Served	Adults	6,297
		Dislocated Workers	239
		Total Youth	88
		Younger Youth	
ETA Assigned Number 18150	Total Exiters	Adults	5,926
		Dislocated Workers	271
		Total Youth	43
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	62.0%	69.9%
	Dislocated Workers	67.0%	70.9%
	Older Youth		
Retention Rates	Adults	83.0%	84.5%
	Dislocated Workers	88.0%	84.7%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	\$13,000	\$11,995
	Dislocated Workers	\$15,750	\$12,270
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)	64.0%	75.6%
Attainment of Degree or Certificate	Youth (14-21)	58.0%	63.0%
Literacy and Numeracy Gains	Youth (14-21)	41.0%	41.9%

Table O:
Local Performance: Grow Southwest Indiana WIB, Inc., Servicing Workforce Service Area 11

Local Area Name Northern Indiana WIB	Total Participants Served	Adults	9,995
		Dislocated Workers	299
		Total Youth	520
		Younger Youth	
ETA Assigned Number 18150	Total Exiters	Adults	13,881
		Dislocated Workers	246
		Total Youth	133
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	62.0%	77.9%
	Dislocated Workers	67.0%	79.1%
	Older Youth		
Retention Rates	Adults	83.0%	86.8%
	Dislocated Workers	88.0%	92.7%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	\$13,000	\$12,350
	Dislocated Workers	\$15,750	\$14,793
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)	64.0%	71.1%
Attainment of Degree or Certificate	Youth (14-21)	58.0%	77.3%
Literacy and Numeracy Gains	Youth (14-21)	41.0%	24.2%

Table O:
Local Performance: EmployIndy, Servicing the Marion County Workforce Service Area 12

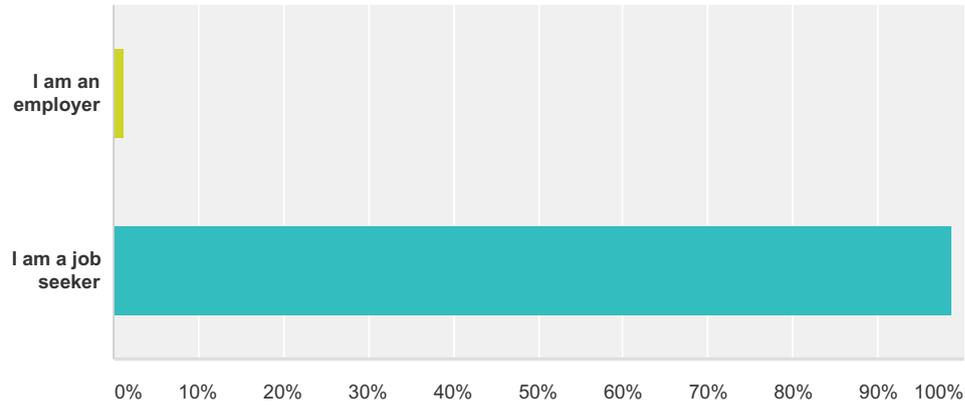
Local Area Name Northern Indiana WIB	Total Participants Served	Adults	7,224
		Dislocated Workers	1,081
		Total Youth	481
		Younger Youth	
ETA Assigned Number 18150	Total Exiters	Adults	6,830
		Dislocated Workers	1,132
		Total Youth	392
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	62.0%	66.9%
	Dislocated Workers	67.0%	68.5%
	Older Youth		
Retention Rates	Adults	83.0%	82.0%
	Dislocated Workers	88.0%	84.4%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	\$13,000	\$13,669
	Dislocated Workers	\$15,750	\$14,987
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)	64.0%	66.8%
Attainment of Degree or Certificate	Youth (14-21)	58.0%	63.3%
Literacy and Numeracy Gains	Youth (14-21)	41.0%	69.8%

Appendix B

WorkOne Customer Service: January 2014

Q5 Please select one.

Answered: 2,695 Skipped: 0

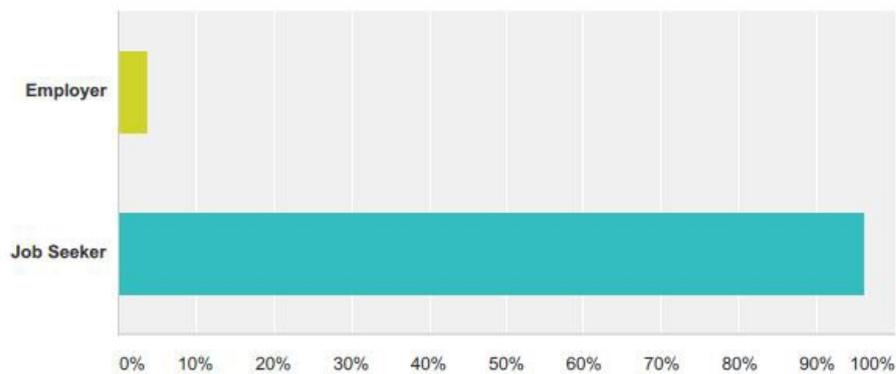


Answer Choices	Responses
I am an employer	1.34% 36
I am a job seeker	98.66% 2,659
Total	2,695

Indiana Career Connect Customer Survey: January 2014

Q2 Please indicate which category that best describes your situation.

Answered: 9,159 Skipped: 0

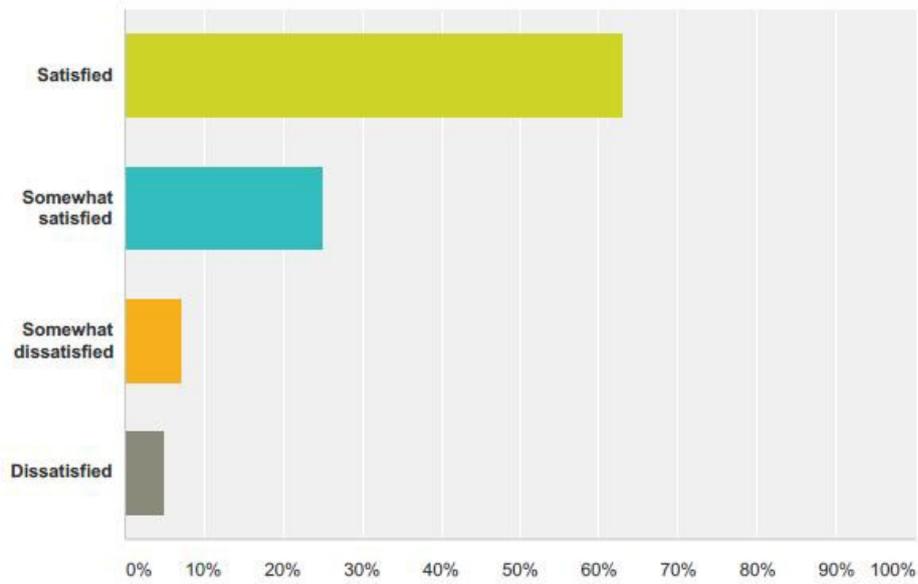


Answer Choices	Responses
Employer	3.82% 350
Job Seeker	96.18% 8,809
Total	9,159

Indiana Career Connect Customer Survey: January 2014

Q59 Please rate your overall satisfaction with the services you received in the WorkOne.

Answered: 7,041 Skipped: 2,118



Answer Choices	Responses
Satisfied	62.96% 4,433
Somewhat satisfied	25.02% 1,762
Somewhat dissatisfied	7.00% 493
Dissatisfied	5.01% 353
Total	7,041

