

Workforce Innovation and Opportunity Act  
Annual Report  
Program Year 2017



**Michigan**  
**Talent Investment Agency**  
Department of Talent and Economic Development

## EXECUTIVE SUMMARY

Michigan's priorities include key actions necessary to continue Michigan's reinvention. In alignment with Governor Snyder's priorities and those of the Governor's Talent Investment Board, Michigan's vision is:

*"Cultivating inclusive, efficient workforce connections to provide demand-driven services to job seekers, customers, and employers to strengthen and improve Michigan's economy."*

The Governor's Talent Investment Board works with the Michigan Talent Investment Agency/Workforce Development Agency (TIA/WDA) to meet regulatory responsibilities as prescribed by federal statute and regulation, including the development and updating of comprehensive state performance and accountability measures to assess the effectiveness of the Workforce Innovation and Opportunity Act (WIOA) Title I core program services to job seekers, customers, and employers.

This report is an assessment of performance outcomes for workforce investment activities involving six performance accountability indicators relating to adults, dislocated workers, and youth.

## PROGRAM DESCRIPTIONS – WIOA ADULT AND DISLOCATED WORKER PROGRAMS

The Adult and Dislocated Worker programs, under Title I of the WIOA of 2014, are designed to strengthen and improve our nation's public workforce system. The WIOA presents an extraordinary opportunity to improve job and career options for our nation's workers and job seekers through an integrated, job-driven, public workforce system that links diverse talent to businesses through continuous improvement supported through evaluation, accountability, identification of best practices, and data-driven decision making.

### Benchmarks

Success in accomplishing the purposes of the WIOA at the state, local, and regional levels will be assessed by whether:

- One-Stop centers are recognized as valuable community resources and are known for high-quality, comprehensive services for customers.
- The core programs and One-Stop centers provide seamless, integrated customer service.
- Program performance, labor market and related data driven policy and strategic decisions.
- Youth programs reconnect out-of-school youth to education and jobs.
- Job seekers access quality career services either online or in a One-Stop center.
- One-Stop centers facilitate access to high-quality, innovative education and training.
- Services to businesses are robust and effective, meeting business workforce needs across the business lifecycle.

These benchmarks, as measured by the WIOA performance measures, serve as indicators to track progress toward meeting the federal and state goals and vision for the workforce system. The performance accountability system is used by the State to assess the effectiveness of the state and local areas in achieving continuous improvement of workforce investment activities to optimize the return on investment of the WIOA funds.

## **Services**

Program services are provided through the State's One-Stop Career Centers/Michigan Works! Agencies (MWAs). Services available under the WIOA for adults and dislocated workers include:

- Basic career services available to anyone who comes into the One-Stop center. Services include, but are not limited to, general and program information, outreach, intake and orientation, basic assessments and information, and meaningful assistance in filing for unemployment compensation.
- Individualized career services include, but are not limited to, comprehensive and specialized assessments, development of an individual employment plan, individualized or group counseling, career planning/case management, and short-term pre-vocational services.
- Training services to those who qualify include work-based training or occupational training activities. For occupational training activities, participants use an "individual training account" to select an appropriate training program from a qualified training provider.
- Business services include, but are not limited to, activities provided to the WIOA participants, such as screening and referrals of qualified participants to job openings employers may have, and activities provided to employers such as the development, convening, or implementation of industry sector partnerships, and working with training providers and businesses to develop in-demand training programs to address employer needs.

## **Target Populations**

Across all titles, the WIOA focuses on and places priority on special populations for the Adult and Dislocated Worker programs, particularly emphasizing serving individuals with barriers to employment.

Individuals with barriers to employment include, but are not limited to:

- Displaced homemakers.
- Low-income individuals.
- Individuals with disabilities.
- Older individuals.
- Ex-offenders.
- Youth who are in or have aged out of the foster care system.
- Long-term unemployed individuals.
- Other groups determined by the Governor to have barriers to employment.

## **WIOA Adult Program**

All adults, 18 years of age and older, are eligible for services. Priority for career and training services must be given to public assistance recipients, other low-income individuals, and individuals who are basic skills deficient. In addition to unemployed adults, employed adults can also receive services to obtain or retain employment that allows for self-sufficiency. States and local areas are responsible for establishing procedures for applying the priority and self-sufficiency requirements.

## **WIOA Dislocated Worker Program**

A dislocated worker is an individual who:

- Has been terminated or laid-off, or has received a notice of termination or layoff from employment.
  - Is eligible for or has exhausted unemployment insurance, or

- Has demonstrated an appropriate attachment to the workforce, but is not eligible for unemployment insurance; and
- Is unlikely to return to a previous industry or occupation.
- Has been terminated or laid-off, or has received notification of termination or layoff, from employment because of any permanent closure of, or any substantial layoff at a plant, facility, or enterprise, or
  - Is employed at a facility where the employer has made a general announcement that the facility will close within 180 days.
- Was self-employed (including employment as a farmer, a rancher, or a fisherman) but is unemployed because of general economic conditions in the community or because of a natural disaster.
- Is a displaced homemaker who is no longer supported by another family member.
- Is the spouse of a member of the Armed Forces on active duty and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member, or
  - Is the spouse of a member of the Armed Forces on active duty and whose family income is significantly reduced because of a deployment, a call or order to active duty pursuant to a provision of law, a permanent change of station, or the service connected death or disability of the member, and
  - Is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.

## **PROGRAM DESCRIPTION - WIOA YOUTH PROGRAM**

Under Title I of the WIOA, funds are provided to states and local workforce investment areas to deliver a comprehensive array of youth workforce investment services, including tutoring, alternative secondary school offerings, paid or unpaid work experiences including internships and job shadowing, occupational skills training, education offered concurrently with and in the same context as workforce preparation activities, leadership development opportunities, supportive services, adult mentoring, follow-up services, comprehensive guidance and counseling, financial literacy education, entrepreneurial skills training, labor market information services, such as career awareness, career counseling, and career exploration services; and, activities that help youth prepare for, and transition to, post-secondary education and training.

Eligible youth must be low-income, in-school youth (age 14-21) or out-of-school (age 16-24), and have one or more of the following barriers to employment:

- Is deficient in basic literacy skills.
- Requires additional assistance to enter or complete an educational program to secure or hold employment.
- Is a school dropout.
- Is homeless, a runaway, or in foster care.
- Is pregnant or parenting.
- Is an offender.
- Is receiving or is eligible to receive a free or reduced-price lunch.

- Is an individual, including a youth with a disability, who requires additional assistance to complete an educational program or to secure and hold employment.
- Is living in a high-poverty area.

Youth are eligible to receive services to prepare them for post-secondary educational and employment opportunities, attain educational and/or skills training credentials, and to secure employment.

## PROGRAM OUTCOMES SUMMARY

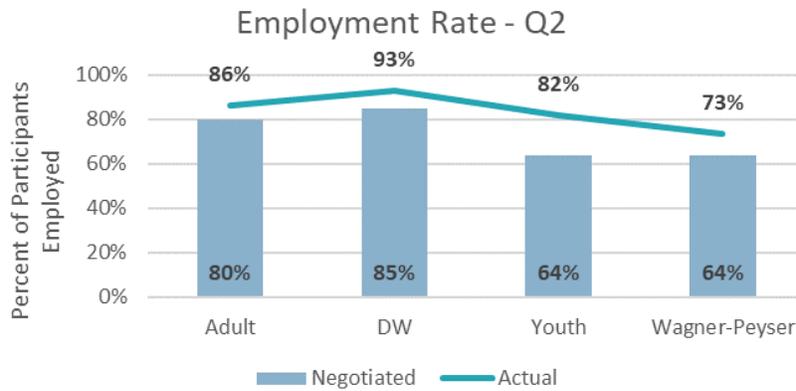
Michigan exceeded all 14 negotiated performance measures for Program Year (PY) 2017. The following charts show Michigan's WIOA Title I and Title III actual performance results for PY 2017. A description of each performance measure and analysis of Michigan's results are included.

Statewide	Adult	Dislocated Worker	Youth	Wagner-Peyser	Average Indicator Score
Employment 2nd Quarter After Exit	107.8%	109.2%	128.1%	114.8%	115.0%
Employment 4th Quarter After Exit	113.4%	111.5%	117.0%	115.2%	114.3%
Median Earnings 2nd Quarter After Exit	112.8%	120.0%		118.9%	117.2%
Credential Attainment Rate	149.4%	146.2%	128.8%		141.5%
Measurable Skill Gains	17.8%	22.8%	20.8%		20.5%
Average Program Score	120.8%	121.7%	124.6%	116.3%	122.0%

### Employment Rate Second Quarter After Exit

The Employment Rate Second Quarter After Exit is defined as the percentage of participants who are in unsubsidized employment during the second quarter after exit from the program. For Title I Youth, the indicator is the percentage of participants in education or training activities, or in unsubsidized employment, during the second quarter after exit.

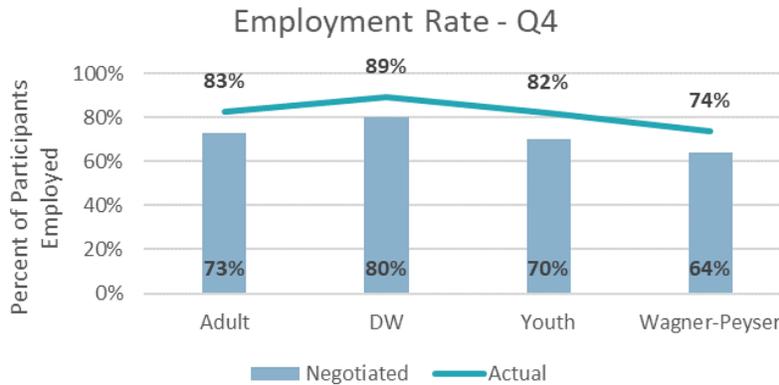
The bar graph below indicates Michigan's negotiated rate for Employment Rate Second Quarter After Exit for each of the Title I and III programs. The line graph indicates Michigan's actual performance. Michigan exceeded each of the negotiated rates – WIOA Adult by 6 percent, WIOA Dislocated Worker by 8 percent, WIOA Youth by 18 percent, and Wagner-Peyser by 9 percent.



**Employment Rate Fourth Quarter After Exit**

The Employment Rate Fourth Quarter After Exit is defined as the percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program. For Title I Youth, the indicator is the percentage of participants in education or training activities, or in unsubsidized employment, during the fourth quarter after exit.

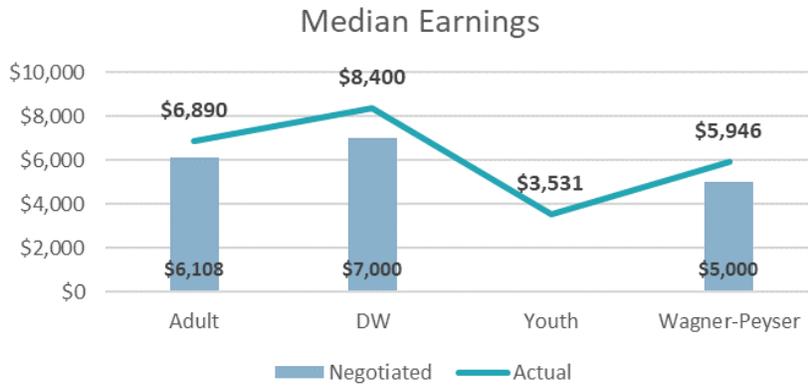
The bar graph below indicates Michigan’s negotiated rate for Employment Rate Fourth Quarter After Exit for each of the Title I and III programs. The line graph indicates Michigan’s actual performance. Michigan exceeded each of the negotiated rates – WIOA Adult by 10 percent, WIOA Dislocated Worker by 9 percent, WIOA Youth by 12 percent, and Wagner-Peyser by 10 percent. For PY 2017, only two quarters of exiters are included in the Employment Rate Fourth Quarter After Exit measure.



**Median Earnings**

Median Earnings is the value of wages reported in the second quarter after the exit quarter that is the mid-point between the value of the lowest wage and the value of the highest wage. The Median Earnings performance measure was a baseline measure for the Youth program for PY 2017, and no target was set.

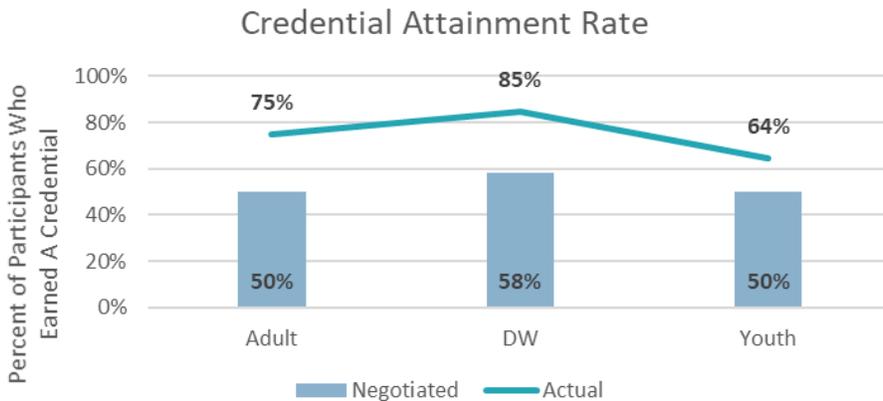
The bar graph below indicates Michigan’s negotiated rate for Median Earnings Second Quarter After Exit for each of the Title I and III programs. The line graph indicates Michigan’s actual performance. Michigan exceeded each of the negotiated rates – WIOA Adult by 13 percent, WIOA Dislocated Worker by 20 percent, and Wagner-Peyser by 19 percent. Median Earnings is a baseline indicator of performance for WIOA Youth, and no target was set for PY 2017.



**Credential Attainment Rate**

The Credential Attainment Rate is the percentage of those participants enrolled in an education or training program (excluding those in On-the-Job Training [OJT] and customized training) who attain a recognized post-secondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within four quarters after exit from the program. A participant who has attained a secondary school diploma, or its recognized equivalent, is included in the percentage of participants who have attained a secondary school diploma, or its recognized equivalent, only if the participant also is employed within four quarters after exit or is enrolled in an education or training program leading to a recognized post-secondary credential within 365 days of exit from the program.

The bar graph below indicates Michigan’s negotiated rate for Credential Attainment for each of the Title I programs. The line graph indicates Michigan’s actual performance. Michigan exceeded each of the negotiated rates – WIOA Adult by 25 percent, WIOA Dislocated Worker by 27 percent, and WIOA Youth by 14 percent. For PY 2017, only two quarters of exiters are included in the Credential Attainment Rate measure.



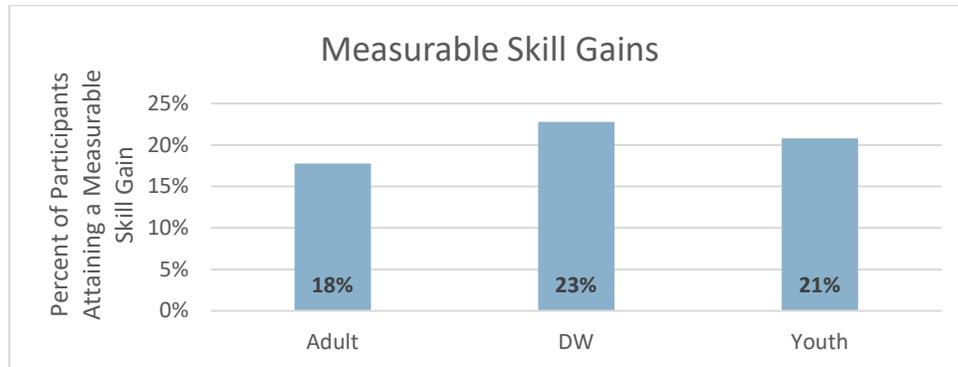
**Measurable Skill Gains (MSG)**

The MSG is the percentage of program participants who, during a program year, are in an education or training program that leads to a recognized post-secondary credential or employment, and who are achieving measurable progress toward such a credential or employment.

Only one of the following MSGs is needed per program year to result in a positive for the MSG performance measure.

- Educational Functioning Level Gain - Documented achievement of at least one educational functioning level of a participant who is receiving instruction below the post-secondary education level.
- Secondary Diploma/Equivalent - Documented attainment of a secondary school diploma, or its recognized equivalent. Exit is not required to count and can include participants at all levels.
- Progression Toward Milestone - Satisfactory or better progress report, towards established milestones, such as completion of OJT or completion of one year of an apprenticeship program or similar milestones, from an employer or training provider.
- Secondary/Post-Secondary Transcript - Secondary or post-secondary transcript or report card for a sufficient number of credit hours that shows a participant is meeting the State unit's academic standards.
- Skills Progression - Successful passage of an exam that is required for a particular occupation or progress in attaining technical or occupational skills as evidenced by trade-related benchmarks such as knowledge-based exams.

The MSG is a baseline indicator of performance for the WIOA Adult, Dislocated Worker, and Youth, and no target was set for PY 2017. Major changes were made to Michigan's One-Stop Management Information System (OSMIS) during the program year to assist local areas in identifying which participants were subject to the MSG measure, and to allow them to enter data for MSG Attainments. The State also provided four all-day training sessions to train MWAs how to track MSGs and enter them into the OSMIS.



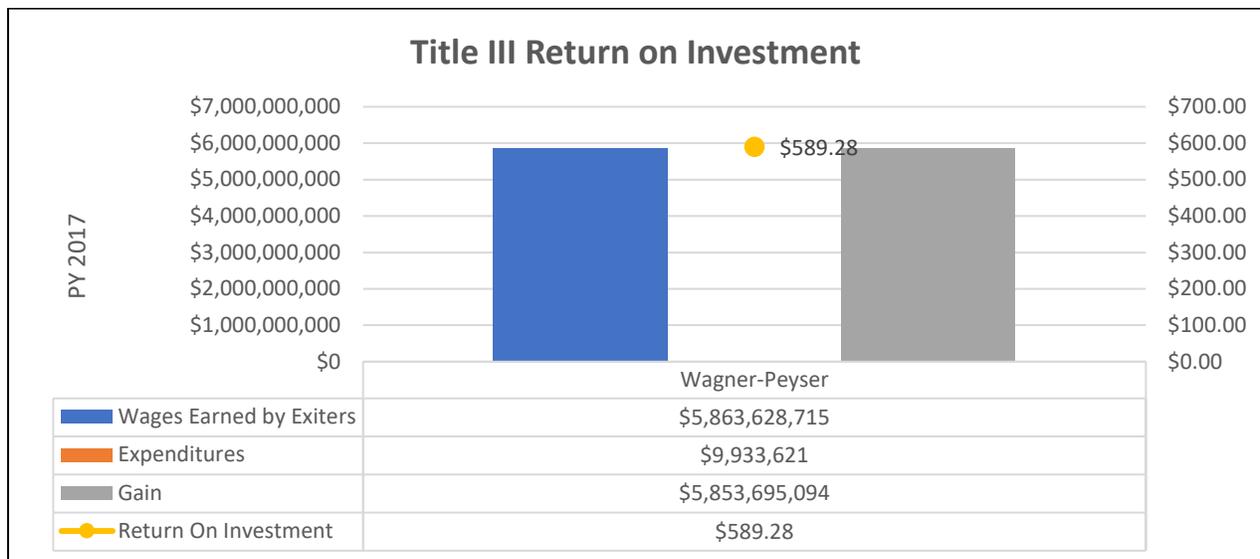
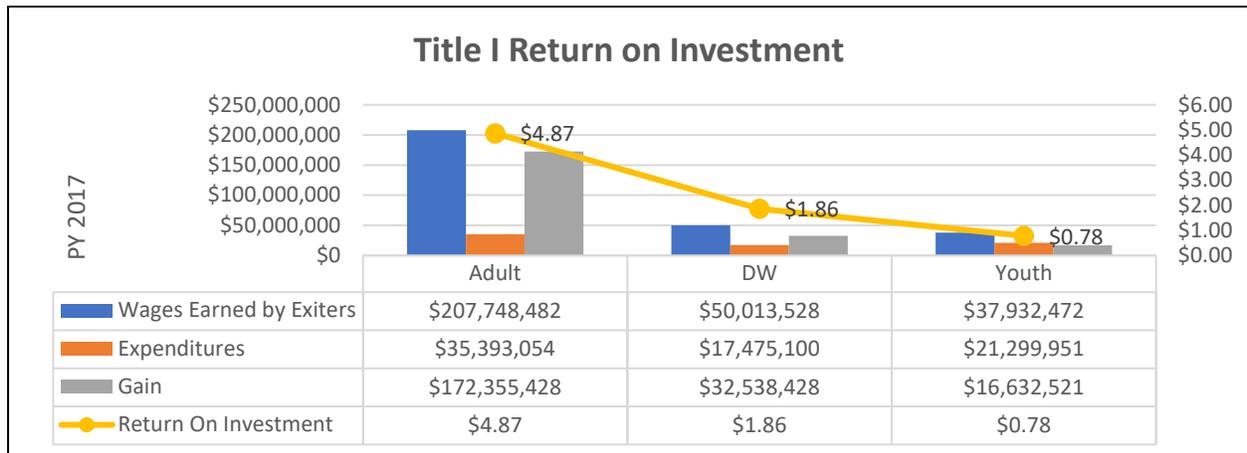
### PROGRAM YEAR 2017 COST EFFECTIVENESS ANALYSIS

Cost effectiveness analysis calculates the impact a program achieves relative to the cost incurred, or conversely the cost required to achieve a given impact. The value of cost effectiveness analysis is twofold: first, its ability to summarize a program in terms of an illustrative ratio of effects to costs, and second, the ability to use this common measure to compare multiple programs evaluated in different contexts and in different years. Cost effectiveness analysis is useful and informative as it maximizes the comparability of elements within different programs without straying from a correct and complete representation of the costs and effectiveness of each program as it was evaluated.

Michigan has used three methods to measure the cost effectiveness of its workforce programs – Return on Investment, Cost per Dollar Earned, and Cost by Category of Service.

## Return on Investment (ROI)

The ROI is calculated by dividing the return, or gain, by the investment, or expenditures. The gain is calculated by subtracting the expenditures from the wages earned by program exiters (ROI = [Wages Earned – Expenditures] / Expenditures). This ratio will tell the amount of wages gained per dollar invested, thus revealing the efficiency of the investment. The ROI is most useful when comparing current performance to past performance, as opposed to comparing programs. It can be used to determine trends of increasing or decreasing efficiency.



As this is the first narrative report under the WIOA, the ROI analysis will serve as a baseline for future reports to identify trends in efficiency. As demonstrated in the charts above, the volume of participants in a program has a significant impact on the ROI. For example, the Title I WIOA Adult program had 4,372 exiters in PY 2017 compared to 131,948 exiters from the Title III Wagner-Peyser program. This means that over 127,000 more participants have the potential to contribute to the “Wages Earned by Exiters” for Wagner-Peyser than the WIOA Adult.

### **Cost Effectiveness by Program and Performance Measure**

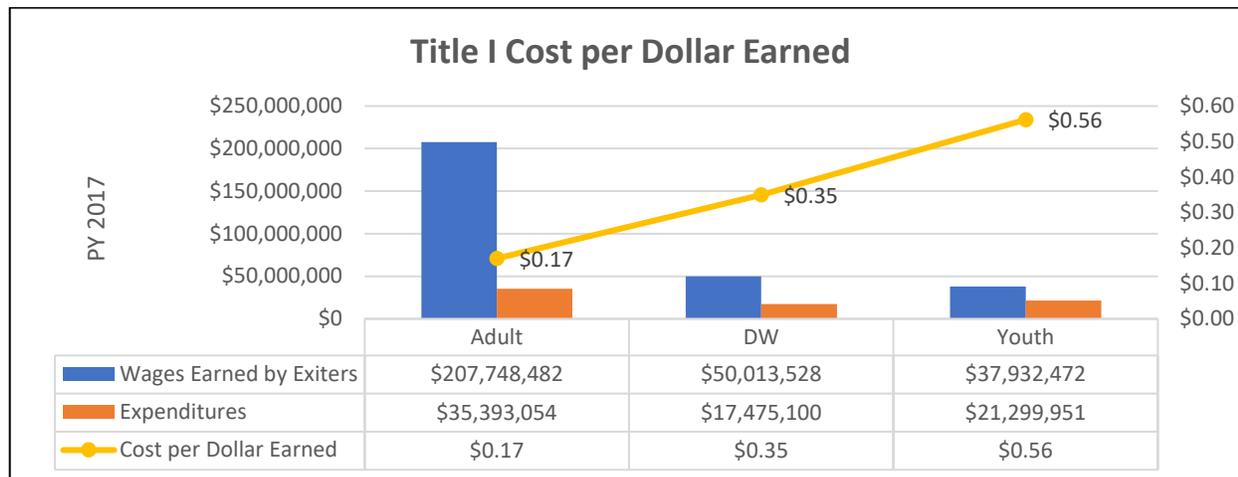
The following table displays the cost effectiveness by program and performance measure for the WIOA Adult, Dislocated Worker, and Youth programs. This analysis demonstrates the cost per participant, exiter, or positive outcome if all program expenditures were applied to that single data element. This is not a true “Cost per” analysis since all program expenditures are not dedicated to that single data element; however, it utilizes a consistent calculation methodology to allow for comparison across programs. The cost effectiveness by program and performance measure allows us to analyze the volume of positive outcomes in comparison to the funds expended, while the WIOA Performance Measures track the percentage of positive outcomes in comparison to the population receiving services.

In PY 2017, the Cost per Employed in the Fourth Quarter After Exit, the Cost per Credential Rate, and the Cost per Measurable Skill Gain are inflated. The number of participants employed in the fourth quarter after exit and the number of participants who received a credential only includes two quarters of exiters. A full four quarters of exiters will not be available for these measures until PY 2018. We expect these two “Cost per” measures to be halved in PY 2018 when there is a higher volume of positive outcomes included in the calculation. The MSG indicator created the need for system changes and process changes. Local MWAs are learning to track and document the MSG. We expect the “Cost per” measures to drop over the next several program years as these new processes are implemented.

Program Cost Analysis			
Ratio	Calculation		PY 2017 Result
Cost per <b>Adult</b> Participant Served (CP)	$\frac{\text{Program Expenditures}}{\text{Participants Served}}$	$\frac{\$35,393,053.79}{14,016}$	\$2,525.19
Cost per Exiter (CE)	$\frac{\text{Program Expenditures}}{\text{Total Program Exiters}}$	$\frac{\$35,393,053.79}{4,372}$	\$8,095.39
Cost per Employed in 2nd Quarter After Exit (CQ2)	$\frac{\text{Program Expenditures}}{\text{2nd Quarter After Exit Employment}}$	$\frac{\$35,393,053.79}{4,751}$	\$7,449.60
Cost per Employed in 4th Quarter After Exit (CQ4)	$\frac{\text{Program Expenditures}}{\text{4th Quarter After Exit Employment}}$	$\frac{\$35,393,053.79}{2,431}$	\$14,559.05
Cost per Credential Rate (CCR)	$\frac{\text{Program Expenditures}}{\text{Credential Rate}}$	$\frac{\$35,393,053.79}{746}$	\$47,443.77
Cost per Measurable Skill Gain (CMSG)	$\frac{\text{Program Expenditures}}{\text{Measurable Skill Gains}}$	$\frac{\$35,393,053.79}{1,518}$	\$23,315.58
Ratio	Calculation		PY 2017 Result
Cost per <b>Dislocated Worker</b> Participant Served (CP)	$\frac{\text{Program Expenditures}}{\text{Participants Served}}$	$\frac{\$17,475,100.11}{3,775}$	\$4,629.17
Cost per Exiter (CE)	$\frac{\text{Program Expenditures}}{\text{Total Program Exiters}}$	$\frac{\$17,475,100.11}{1,982}$	\$8,816.90
Cost per Employed in 2nd Quarter After Exit (CQ2)	$\frac{\text{Program Expenditures}}{\text{2nd Quarter After Exit Employment}}$	$\frac{\$17,475,100.11}{2,015}$	\$8,672.51
Cost per Employed in 4th Quarter After Exit (CQ4)	$\frac{\text{Program Expenditures}}{\text{4th Quarter After Exit Employment}}$	$\frac{\$17,475,100.11}{1,070}$	\$16,331.87
Cost per Credential Rate (CCR)	$\frac{\text{Program Expenditures}}{\text{Credential Rate}}$	$\frac{\$17,475,100.11}{363}$	\$48,140.77
Cost per Measurable Skill Gain (CMSG)	$\frac{\text{Program Expenditures}}{\text{Measurable Skill Gains}}$	$\frac{\$17,475,100.11}{498}$	\$35,090.56
Ratio	Calculation		PY 2017 Result
Cost per <b>Youth</b> Participant Served (CP)	$\frac{\text{Program Expenditures}}{\text{Participants Served}}$	$\frac{\$21,299,950.67}{6,676}$	\$3,190.53
Cost per Exiter (CE)	$\frac{\text{Program Expenditures}}{\text{Total Program Exiters}}$	$\frac{\$21,299,950.67}{2,072}$	\$10,279.90
Cost per Employed in 2nd Quarter After Exit (CQ2)	$\frac{\text{Program Expenditures}}{\text{2nd Quarter After Exit Employment}}$	$\frac{\$21,299,950.67}{1,735}$	\$12,276.63
Cost per Employed in 4th Quarter After Exit (CQ4)	$\frac{\text{Program Expenditures}}{\text{4th Quarter After Exit Employment}}$	$\frac{\$21,299,950.67}{844}$	\$25,236.91
Cost per Credential Rate (CCR)	$\frac{\text{Program Expenditures}}{\text{Credential Rate}}$	$\frac{\$21,299,950.67}{345}$	\$61,738.99
Cost per Measurable Skill Gain (CMSG)	$\frac{\text{Program Expenditures}}{\text{Measurable Skill Gains}}$	$\frac{\$21,299,950.67}{773}$	\$27,554.92

### Cost Per Dollar Earned

The Cost per Dollar Earned is the inverse of the ROI. It calculates the investment required by the workforce system to result in one dollar of wages earned by a participant that exits the program. Cost per Dollar Earned is calculated by dividing the expenditures by the wages earned by exiters. Many factors can contribute to a lower Cost per Dollar Earned. It may indicate a program's efficiency in placing individuals in employment. It could also indicate effectiveness in placing individuals in higher wage positions. This measurement will be used to identify trends over several program years.

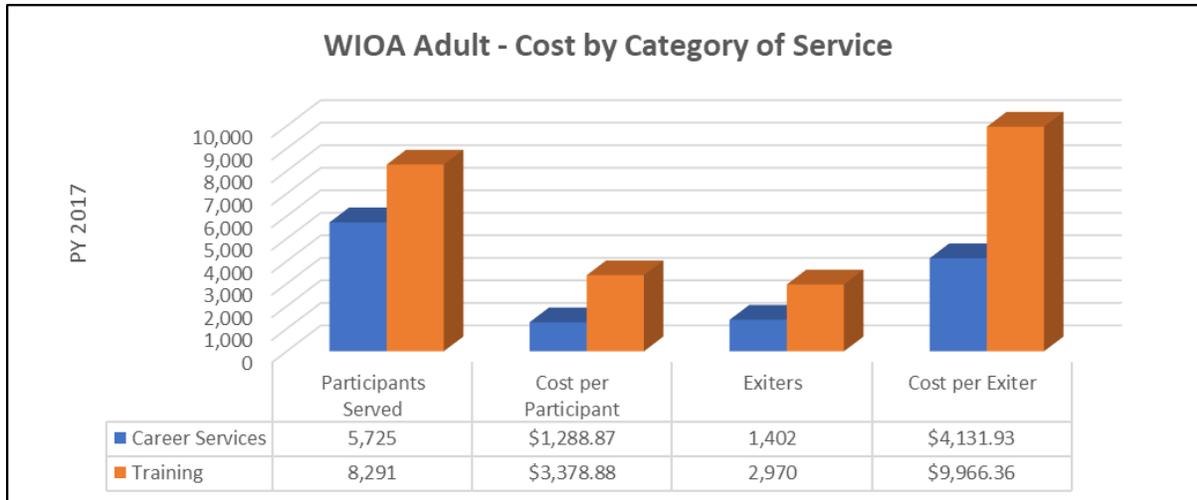


### Cost by Category of Service

The following three charts compare the cost of providing different levels of service to program participants. The categories of service referenced in this analysis are Career Services and Training Services for WIOA Adult and Dislocated Worker programs. The WIOA Youth program categorizes services as Occupational Skills Training or Services other than Occupational Skills Training.

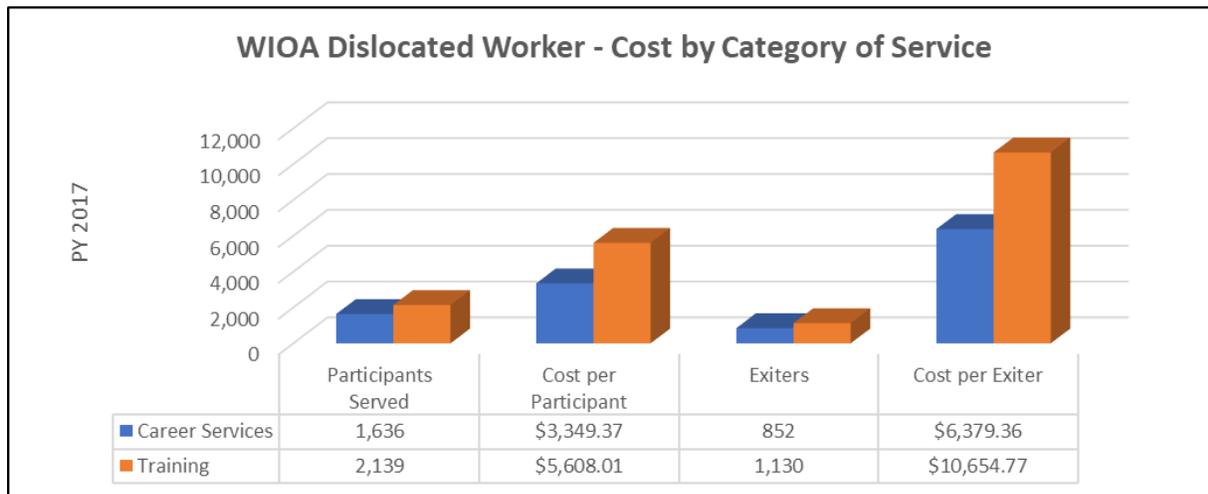
For the WIOA Adult program, it is assumed that all participants included in the analysis received Career Services (Basic or Individualized), while a smaller number of participants received Training Services. The Career Service Expenditures (\$18,064,811) are divided by the total number of participants (14,016) to calculate the Cost per Participant for Career Services. The Career Service Expenditures (\$18,064,811) are divided by the total number of exiters (4,372) to calculate the Cost per Exiter for Career Services.

The Training Service Expenditures (\$17,328,243) are divided by the number of participants that received training services, and the result is added to the Cost per Participant for Career Services to calculate the Cost per Participant for Training Services. The Training Service Expenditures (\$17,328,243) are divided by the number of exiters that received training services, and the result is added to the Cost per Exiter for Career Services to calculate the Cost per Exiter for Training Services.



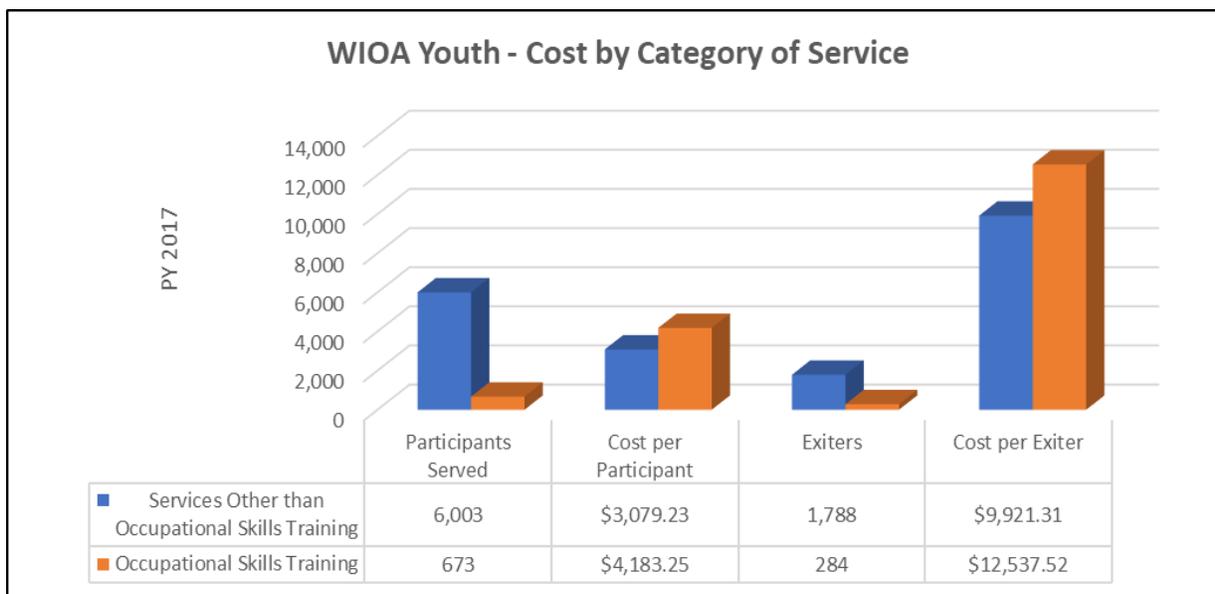
The WIOA Dislocated Worker – Cost by Category of Service chart utilizes the same calculations as the WIOA Adult – Cost by Category of Service chart. The Career Service Expenditures (\$12,643,890) are divided by the total number of participants (3,775) to calculate the Cost per Participant for Career Services. The Career Service Expenditures (\$12,643,890) are divided by the total number of exiters (1,982) to calculate the Cost per Exiter for Career Services.

The Training Service Expenditures (\$4,831,210) are divided by the number of participants that received training services, and the result is added to the Cost per Participant for Career Services to calculate the Cost per Participant for Training Services. The Training Service Expenditures (\$4,831,210) are divided by the number of exiters that received training services, and the result is added to the Cost per Exiter for Career Services to calculate the Cost per Exiter for Training Services.



For the WIOA Youth program, it is assumed that all participants included in the analysis received Services other than Occupational Skills Training, and a subset of those participants received Occupational Skills Training. The expenditures for Services other than Occupational Skills Training (\$20,556,946) are divided by the total number of participants (6,676) to calculate the Cost per Participant for Services other than Occupational Skills Training. The expenditures for Services other than Occupational Skills Training (\$20,556,946) are divided by the total number of exiters

(2,072) to calculate the Cost per Exiter for Services other than Occupational Skills Training. The Occupational Skills Training Expenditures (\$743,004) are divided by the number of participants that received Occupational Skills Training, and the result is added to the Cost per Participant for Services other than Occupational Skills Training to calculate the Cost per Participant for Occupational Skills Training. The Occupational Skills Training Expenditures (\$743,004) are divided by the number of exiters that received Occupational Skills Training, and the result is added to the Cost per Exiter for Services other than Occupational Skills Training to calculate the Cost per Exiter for Occupational Skills Training.



### CATEGORY OF SERVICE IMPACT

There are three levels of services provided to participants in the WIOA Adult and Dislocated Worker programs – Basic Career Services, Individualized Career Services, and Training Services. A participant is reported in the highest category of service they received. For example, an individual who received Basic Career Services and Individualized Career Services would be reported in the Individualized Career Services category, since Individualized Career Services are more intense than Basic Career Services. Similarly, an individual who received Basic Career Services, Individualized Career Services, and Training Services would be reported in the Training Services category.

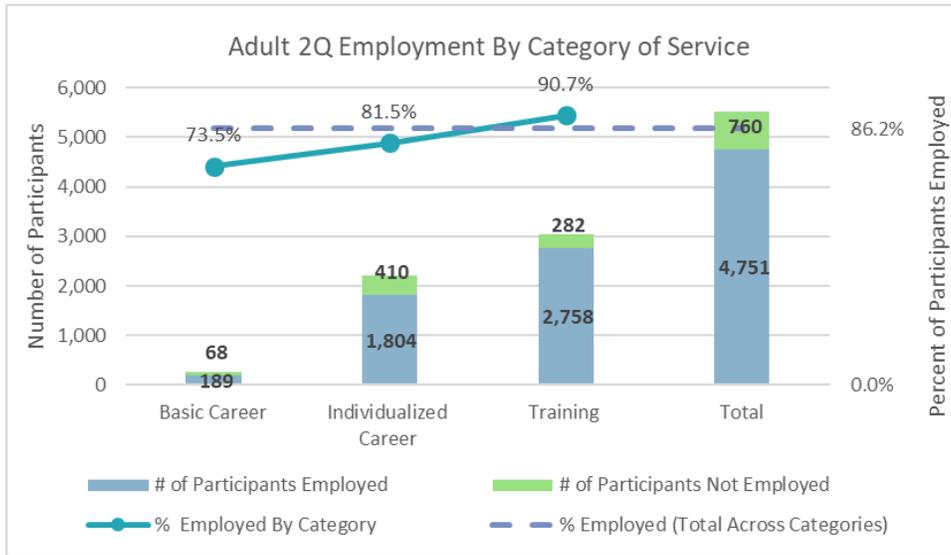
There are two levels of services provided to participants in the WIOA Youth program – Services Other than Occupational Skills Training and Occupational Skills Training. Occupational Skills Training is considered the more intense service, so participants that receive both categories of services are reported in the Occupational Skills Training category.

The following series of charts demonstrates the impact that the category of service provided has on the participants’ outcomes for each of the WIOA Title I programs. The Employment and Measurable Skill Gains charts utilize stacked bar graphs to show the number of participants included in the numerator and denominator for each of the measures. They also utilize a solid line graph to show the performance level (percent of positive outcomes) for each category of service, and a dotted line graph to show the total performance level for the measure (all categories of service combined). The Median Earnings charts utilize bar graphs to show the Median Earnings

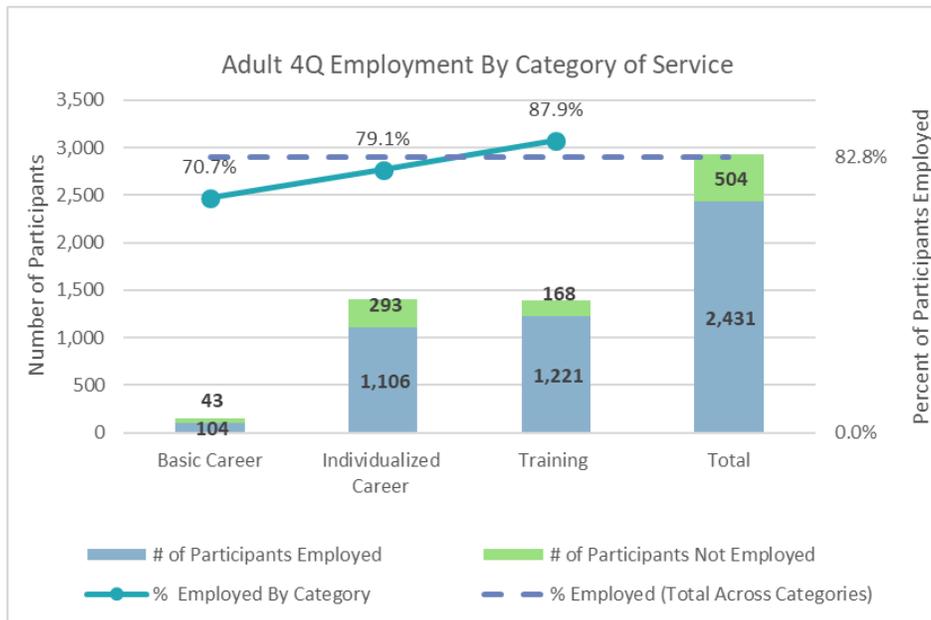
for participants who received each category of service, and a dotted line graph to show the total performance level for the measure (all categories of service combined).

**WIOA Adult**

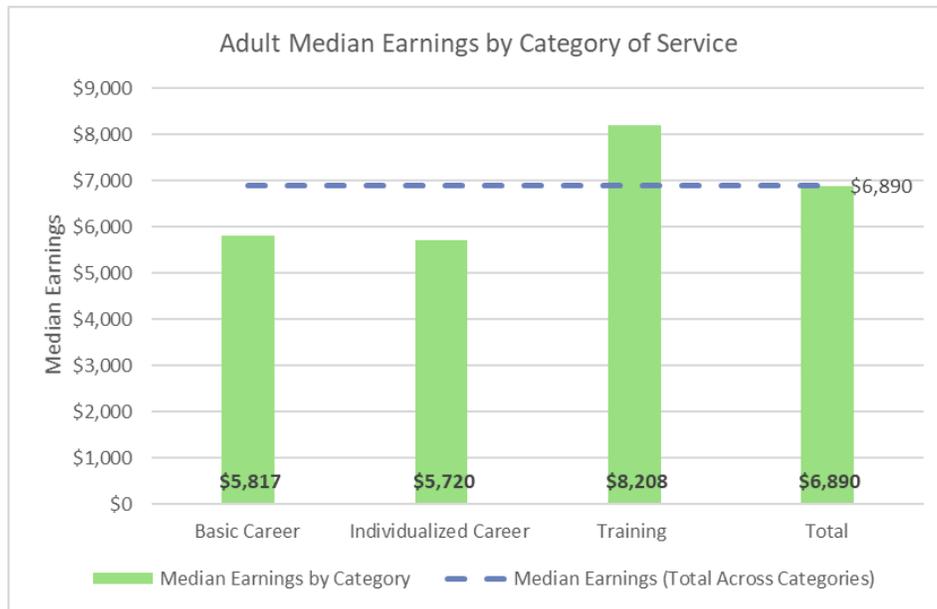
The chart below demonstrates the Employment Rate Second Quarter After Exit is significantly higher when participants receive more intense services. Participants who received Individualized Career Services were eight percent more likely to be employed in the second quarter after exit than participants who only received Basic Career Services. Participants who received Training Services were an additional nine percent more likely to be employed during the second quarter after exit.



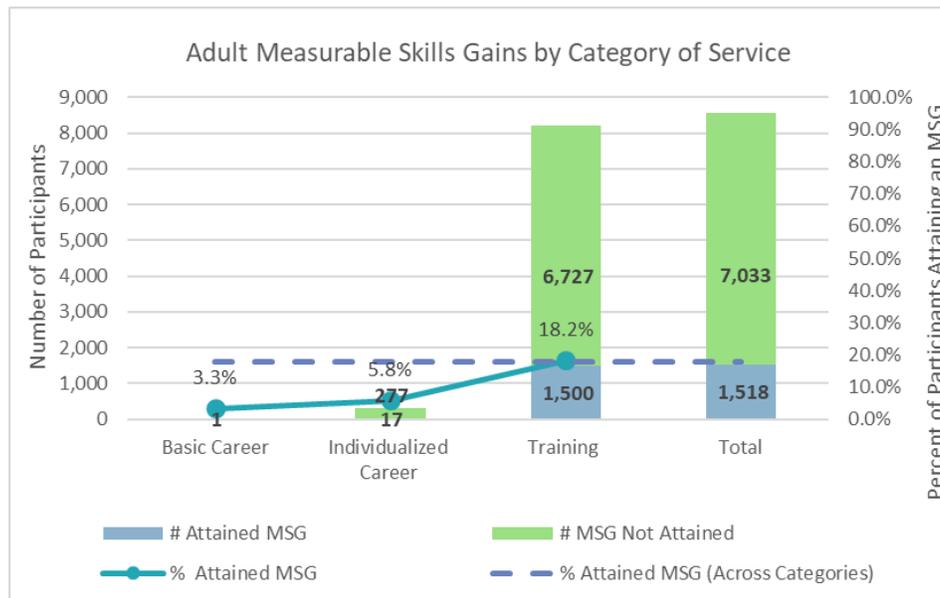
The chart for Employment Rate Fourth Quarter After Exit shows similar gains as participants receive more intense services.



The chart for Median Earnings for WIOA Adults shows that wages for participants who received Basic Career Services and participants who received Individualized Career Services were comparatively close. However, Median Earnings for participants who received Training Services were over \$2,300 more than the median wages of participants that only received Career Services – Basic or Individualized.

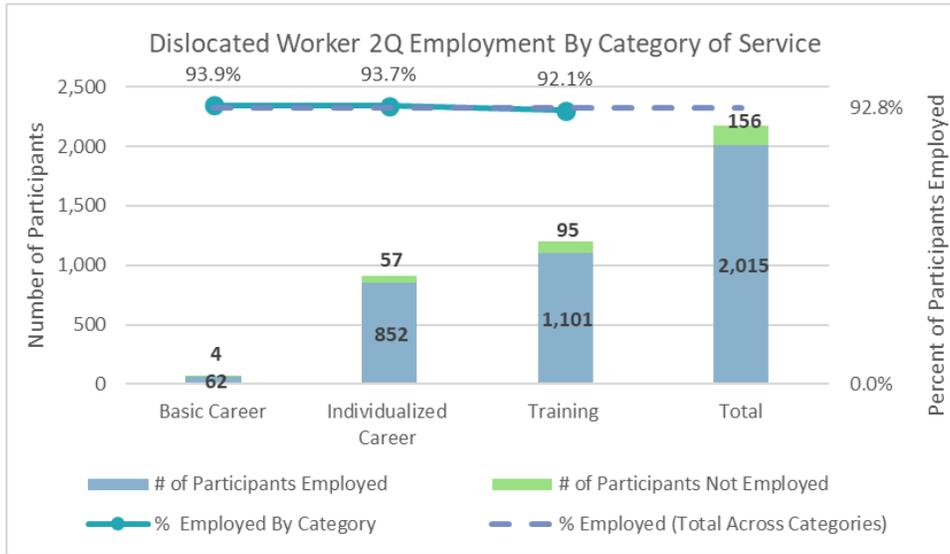


The sample size of participants that have achieved an MSG is small, so the following chart does not provide a clear picture of how the measure is impacted by the category of service.

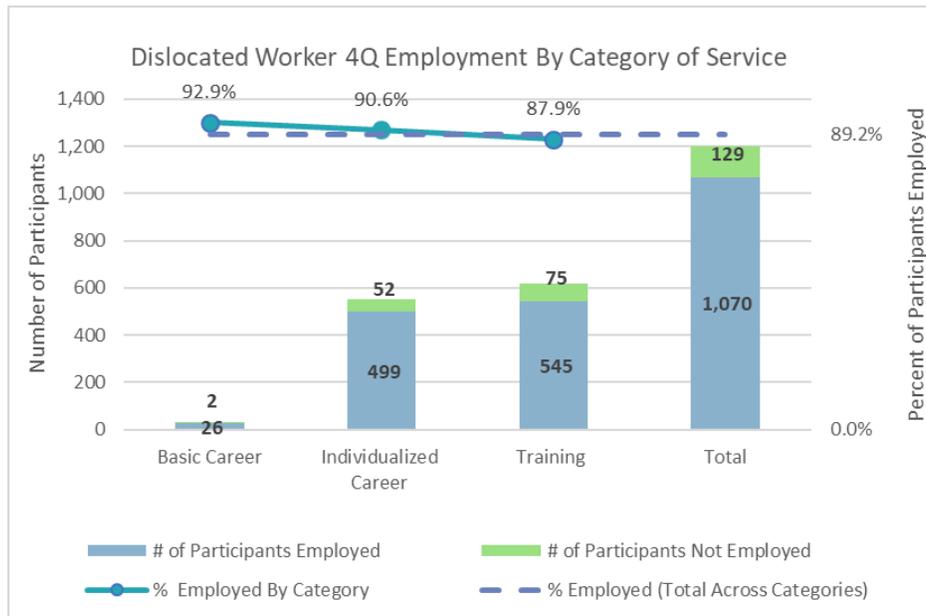


### WIOA Dislocated Worker

The chart below demonstrates that in PY 2017, the category of service had little impact on the Employment Rate Second Quarter After Exit for the WIOA Dislocated Worker program. The percent of participants employed decreased slightly as additional services were provided.

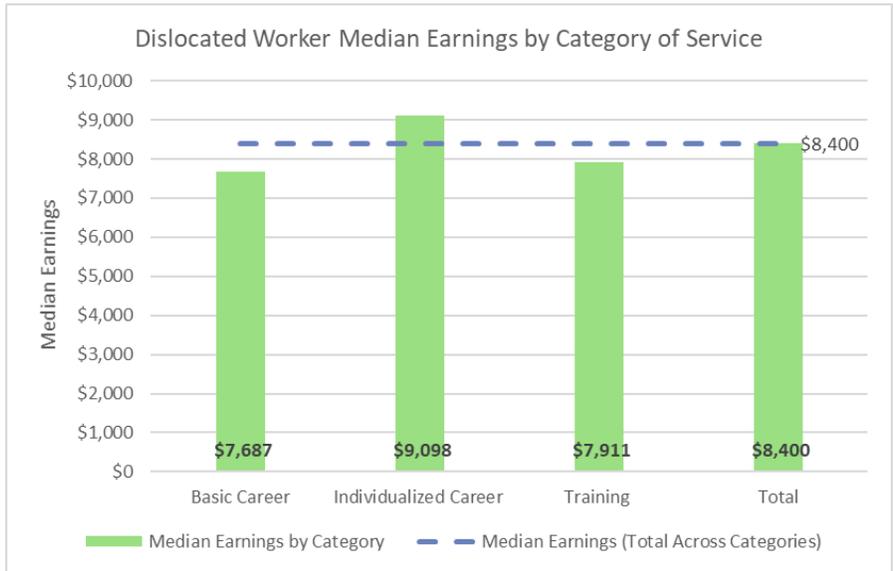


Similarly, the Employment Rate Fourth Quarter After Exit percentage decreased as participants were provided more intensive services. Participants who received Training Services were five percent less likely to be employed in the fourth quarter after exit than those who only received Basic Career Services. This could be attributed to the thought that dislocated workers with more marketable skills require less intense services to return to the workforce.

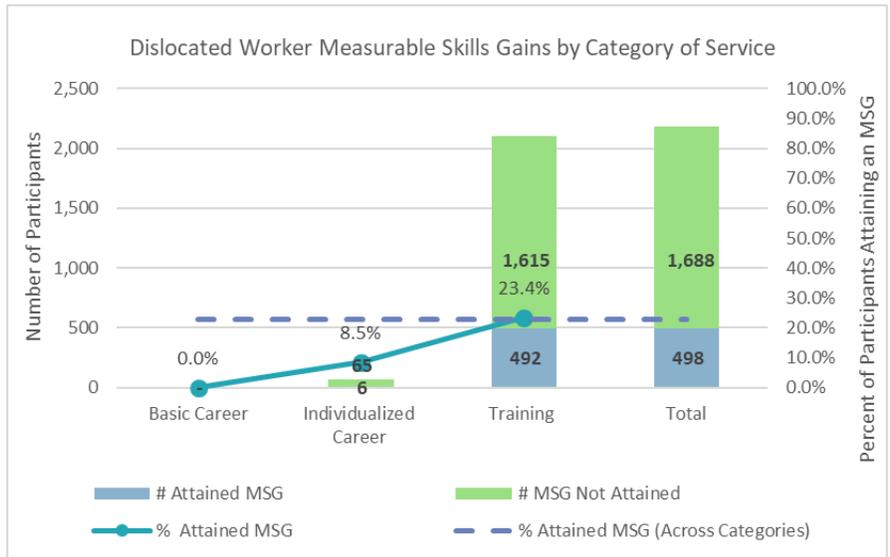


The chart below shows less variation between the Median Earnings for participants in the WIOA Dislocated Worker program than what was observed in the WIOA Adult program. It also

demonstrates that dislocated workers are more likely to earn higher wages than WIOA Adult program participants.



The sample size of participants that have achieved an MSG is small, so the following chart does not provide a clear picture of how the measure is impacted by the category of service.

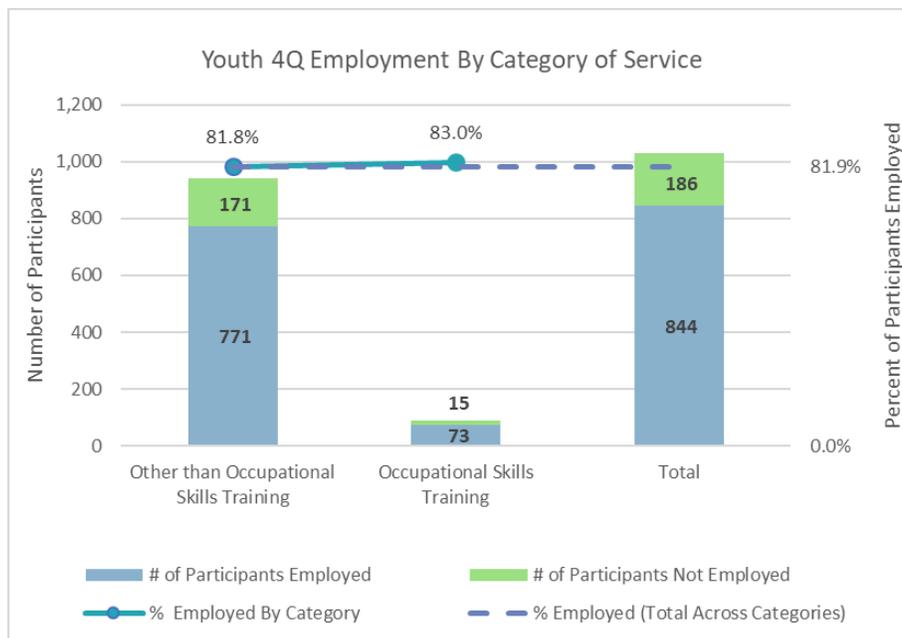


**WIOA Youth**

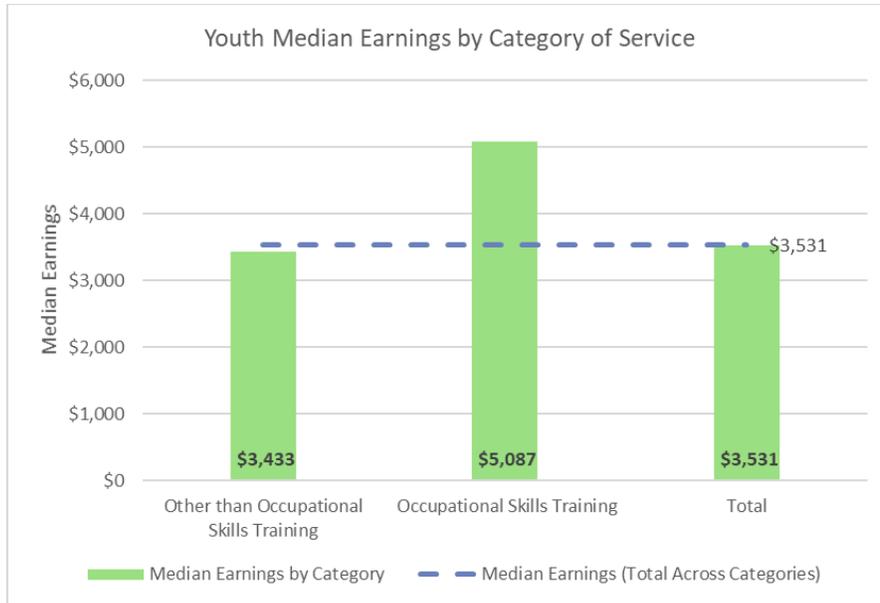
The chart below demonstrates the Employment Rate Second Quarter After Exit is significantly higher when youth participants receive Occupational Skills Training. Participants who received Occupational Skills Training were 11.9 percent more likely to be employed in the second quarter after exit than participants who received services Other than Occupational Skills Training.



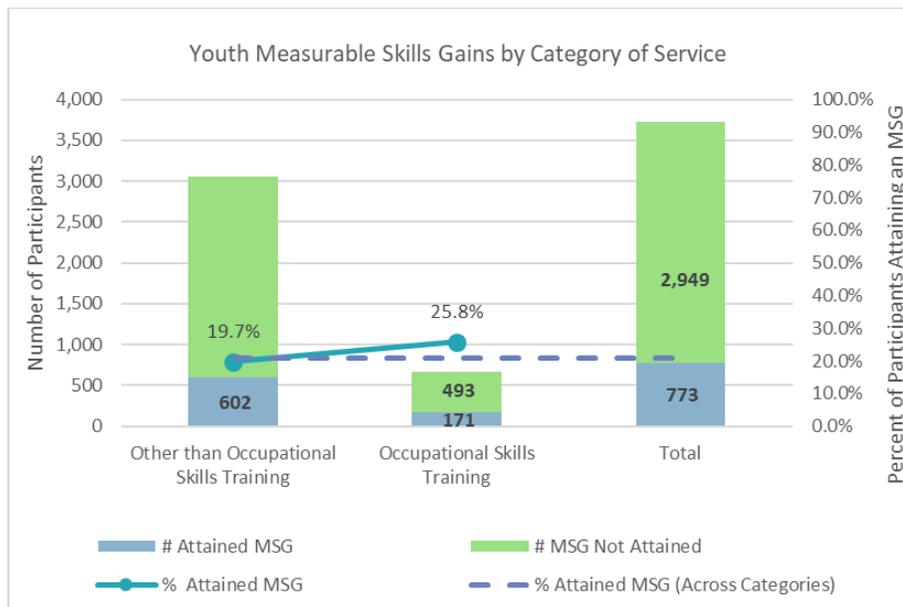
The chart below shows a considerable drop (9.9 percent) in Employment Rate Fourth Quarter After Exit compared to the second quarter after exit. This measure will be monitored in future program years to determine whether this observation is consistent from year to year.



The chart for Median Earnings for the WIOA Youth shows that the median earnings for participants who received Occupational Skills Training were over \$1,600 more than the median wages of participants that did not receive Occupational Skills Training.



The sample size of participants that have achieved an MSG is small, so the following chart does not provide a clear picture of how the measure is impacted by the category of service.



## GOVERNOR'S RESERVE FUNDED ACTIVITIES

During PY 2017, Michigan provided Governor's Reserve funding to support three significant projects, ranging from assistance with growing local talent to meet the demand for skilled and general labor, providing direct assistance to an employer needing talent development assistance to employ over 4,000 workers, to expanding a FastStart program to meet local hiring demand.

With many high-profile projects coming to the city of Detroit, including the construction of the Gordie Howe International Bridge over the next few years, the TIA/WDA and the Michigan

Department of Transportation are committed to working in partnership with the City, the MWA (Detroit Employment Solutions Corporation), educators, and labor organizations to fill the need for skilled and general labor; and in the process, assist Detroit residents, especially those who face significant barriers, with access to long-term employment. Services will be provided to approximately 1,000 participants.

Funds will be used to support:

- Occupational, classroom, and/or work-based learning, including apprenticeships.
- Job readiness (soft/employability skills) training.
- Basic skills (literacy/numeracy) training.
- Wrap-around support services.
- Job placement assistance.

Amazon, the world's third largest retailer, announced that they would be opening three major fulfillment centers in Southeast Michigan within the next 18 months and employ over 4,000 workers. In agreement with the TIA/WDA, the Southeast Michigan Community Alliance Michigan Works! has been designated as the single point of contact for Amazon talent development assistance.

Funds will be used to support:

- The development/implementation of Amazon application assistance events.
- Increased staff time related to planning and coverage for all Amazon on-site hiring events, including at venues outside of Michigan Works! service centers.
- The coordination of training for Michigan Works! service center staff spread across Southeast Michigan.
- Extended service hours for hiring and application assistance events.
- Ongoing assistance for the project as each fulfillment center prepares to open.

The FastStart Just-in-Time Training ("FastStart") model was created in 2008 via a partnership with Great Lakes Bay Michigan Works! and Delta College to meet local hiring demand for Chemical Process Operators. Since then, FastStart has expanded to other occupations, including solar manufacturing, battery manufacturing, advanced manufacturing, business and customer service, diesel technician, and Emergency Medical Technician.

Funding is being provided to Great Lakes Bay Michigan Works! to further expand the program. The MWA meets with employers in a specific industry to determine unmet hiring need and then strategizes on potential training agencies. The MWA then brings in the selected training agency to establish the training and to assure the training is listed on Michigan Training Connect (Michigan's Eligible Training Provider List) as an eligible training provider. Generally, employment rates are around 90 percent for individuals participating in FastStart training, as employers are involved in identifying their hiring needs, the timing of the training, training curriculum, and entry/exit requirements.

## STATUS OF STATE EVALUATION ACTIVITIES

Training programs are a critical component of Michigan's workforce development system. For individuals seeking employment, training programs offer a pathway to learning new skills that can increase the probability of finding a job and increasing earnings. For employers, these programs present a source of talent for growing in-demand jobs that may be difficult to fill. For state government, training represents an important tool not only for serving job seekers and employers, but also reducing unemployment and poverty.

Throughout Michigan's recovery in the wake of the Great Recession, tens of thousands of Michiganders have completed training programs, yet until now the effectiveness of these programs has remained largely unknown. To examine the crucial question of training program effectiveness, as well as meet requirements under the WIOA, the TIA/WDA and the Department of Technology, Management & Budget (DTMB) Bureau of Labor Market Information and Strategic Initiatives partnered to undertake a pilot evaluation of workforce development training programs. The draft evaluation report presents the results of that partnership and for the first time, provides stakeholders with key insights into whether training programs are helping workers find jobs.

The study, currently in draft, evaluated employment outcomes for two years (eight quarters) after training completion. Preliminary findings show that trainees are better off having had training than they would be without it, as compared to their non-trainee counterparts. An examination of employment outcomes for a period of two years after training completion shows that trainees demonstrate superior outcomes compared to those who did not receive training in terms of both earnings and levels of employment. Secondly, the results demonstrate that training is cost effective using the wage premium benchmark. On the average, the increased earnings of trainees far exceed program costs. Within one year of training completion, wages are double the cost of training, and within two years, are almost triple the cost of training.

Once the report is finalized and published, it will be located on the Michigan Bureau of Labor Market Information and Strategic Initiatives [web page](#).

## STATE'S APPROACH TO CUSTOMER SATISFACTION

### Job Seekers

Continuous improvement of services to both employers and job seekers is crucial to Michigan's workforce productivity and competitiveness. As part of the certification process for Michigan Works! service centers, Michigan requires that local workforce development boards and chief elected officials have a process in place to evaluate One-Stop service centers for the purposes of monitoring customer service levels and implementation of service improvement to employers and job seekers. At the local level, there are different methodologies used to gather information about customer satisfaction, including:

- Surveys completed by participants at the end of each program or workshop and during on-the-job training and work experience site reviews.
- On-line customer satisfaction surveys available on resource room computers that individuals can complete at any time.
- Informal real-time feedback is utilized at all service centers, based on employees' daily interactions with customers and business service members interactions with employers.

This feedback is used to identify new opportunities or improvements to the way training, recruiting, and networking processes are completed.

- Program participants and service center customers are provided with a customer satisfaction survey. Information is then analyzed and shared with management and administrative staff at least quarterly.
- Employers participating in local job fairs or hiring events are given surveys to gauge their satisfaction with the event or services being provided by Michigan Works! These surveys provide greater insight on employers' needs.
- MWAs may also utilize specialized tracking systems, such as G\*Stars, which allows individuals to complete surveys about their experiences.

Based on feedback and information received from the surveys, potential actions taken toward continuous improvement include:

- Identifying ways to improve service delivery or addressing customer service training for staff based on trends or patterns identified in the surveys.
- Feedback received following workshops helps guide changes to curriculum for future workshops and/or the establishment of new workshops where individuals have identified that services are lacking or based on employer feedback as to whether potential job seekers need additional assistance to meet their hiring needs.
- Tracking customer traffic has resulted in decisions about service center location and staffing, including expanding hours, additional staffing during busy hours, service center layout, etc.

Based on feedback from the MWAs, voluntary response rates to surveys are low as individuals whose needs have been met are unlikely to respond to surveys as opposed to individuals who are upset or individuals who received exemplary services.

At the state level, Michigan surveys individuals about their experiences when utilizing our labor exchange system (Pure Michigan Talent Connect [PMTTC]) or the State's Eligible Training Provider List (Michigan Training Connect (MiTC)) websites. Survey questions include information about browsing patterns, the general look and feel of the site, ease of navigation, quality of the information provided, and overall site performance. While PMTTC is geared toward all job seekers (WIOA and non-WIOA), MiTC provides information about the WIOA-funded training programs. Survey trends for MiTC indicate that customer satisfaction ratings for the site are above-average.

### **Effectiveness in Serving Employers**

Michigan has chosen to report the expected level of performance for the Effectiveness in Serving Employers Indicator Pilot by utilizing the following approaches:

1. Retention with the same employer, measured by the percentage of participants who exit and are employed in the second and fourth quarters after exit.
2. Repeat business customers, based on the percentage of repeat employers using services within the three previous years.
3. Employer penetration rate based on the percentage of employers using services out of all employers in the State.

## WIOA WAIVERS

On January 2, 2018, the following waivers were approved through June 30, 2020, by the United States Department of Labor (USDOL).

### WIOA Youth Program

Michigan received approval for the following:

- A waiver of the requirement to expend 75 percent of the WIOA Title I Youth State formula funding on the Out-of-School Youth population.
- A waiver of the requirement that local WIOA Title I Youth funding must meet the 75 percent minimum expenditure requirement.
- A waiver of the requirement to expend 75 percent of the WIOA Title I Statewide Activities funding on the Out-of-School population.

### Status

Each local area is meeting or exceeding their Appropriation Years 2016 and 2017 Out-of-School expenditure rates based on the waiver. The State is exceeding target Out-of-School expenditure rates – Appropriation Year 2016 at 80 percent and Appropriation Year 2017 at 73 percent (based on 71 percent of Appropriation Year 2017 funds expended).

### Monitoring

The State tracks these expenditures quarterly and annually in the Management of Awards to Recipients System. Should any area be identified as at-risk following a quarterly review, technical assistance is available and immediately provided.

### Benefits

The waiver allows local One-Stop centers to focus additional funding on proactive services to targeted, at-risk In-School youth, such as dropout prevention. Multiple One-Stop centers will now be able to put specialists back into schools/districts that have high populations of at-risk youth.

### Challenges

Contracts were already in place based on the 75 percent Out-of-School minimum when the waiver was granted. Changes to program planning and contracts take time to implement, so the effects of the waiver will also take time to evaluate.

### State and Local Area Outcomes

During PY 2017, Michigan exceeded its Out-of-School Youth performance outcomes.

## **Eligible Training Provider List**

Michigan was approved for a waiver of the obligation of eligible training providers to collect performance data on all students in a training program at the WIOA Section 116(d)(4)(A) and 122, and 20 Code of Federal Regulation 677.230(4) and (5).

### Status

Training and Employment Guidance Letter 3-18, issued on August 31, 2018, stipulates that second and fourth quarter performance outcomes are not required retroactively, and will not be expected for the Annual Quarterly Reports in October 2020 and 2021, respectively. As of October 12, 2018, MiTC (Michigan's eligible training provider list) has implemented all required data elements. System integration between Michigan's OSMIS and MiTC has been created to provide the OSMIS the provider and program information needed to aid the One-Stop centers in assigning approved training activities and to provide performance data needed to create the ETA 9171 reports required each year, effective October 1, 2019.

The State is also in the signature process of a Data Sharing Agreement between the TIA/WDA, the Michigan Center for Educational Performance and Information (CEPI), and the DTMB Labor Market Information and Strategic Initiatives to incorporate data sharing at the student level to be able to provide wage outcomes and student program counts for submitting public post-secondary institutions to CEPI before 2020 and 2021 deadlines set by the USDOL.

Additional connections are being created between Michigan's Licensing and Regulatory Affairs Agency public post-secondary licensing database to aid in the MiTC verification process.

### Monitoring

The State monitors MiTC applications to ensure they meet requirements for placement on MiTC. Additionally, accurate and reliable performance data will be obtained once all data systems are in place.

### Benefits

The waiver will allow the State time to implement reporting requirements for all students via automatic matches with other data sources (not just the WIOA participants), while removing the burden on training providers. Additionally, accurate performance data can be used by our stakeholders to make informed decisions about training and education, policy, and programming to improve Michigan's return on investment.

### Challenges

There remains a need to identify options and funding to provide proprietary schools listed on MiTC a method by which to submit identifying student information to allow us to provide wage outcome information. Michigan is developing a portal for use by proprietary schools and other training providers not included in CEPI reporting, so that information on all students can be obtained as required for the WIOA performance reporting. The portal will be operational by June 2019.

### State and Local Area Outcomes

While performance information on eligible training providers is not required for PY 2018 because of the waiver, system integration will ensure that accurate and reliable performance data is being obtained.

## APPENDIX 1: SUMMARY OF LOCAL PERFORMANCE

### WIOA Adult

The chart below displays the local performance outcomes for each of the sixteen Michigan Works! Agencies.

A. AGGREGATE INDICATORS OF PERFORMANCE BY MWA																	
Row	Column	Participants Served (07/01/2017 - 06/30/2018)	Exiters <sup>1</sup>		Employment Rate (Q2) <sup>2</sup> (07/01/2016 - 06/30/2017)			Employment Rate (Q4) <sup>2</sup> (07/01/2016 - 12/31/2016)			Median Earnings (07/01/2016 - 06/30/2017)	Credential Rate <sup>3</sup> (07/01/2016 - 12/31/2016)			Measurable Skill Gains <sup>3</sup> (07/01/2017 - 06/30/2018)		
					Num	Den	Rate	Num	Den	Rate	Earnings	Num	Den	Rate	Num	Den	Rate
					4	5	6	7	8	9	10	11	12	13	14	15	16
1	Statewide	13,598	3,827	Target			80.0			73.0	\$6,108			50.0			
				Actual	4,035	4,769	84.61	2,182	2,665	81.88	6,215	724	967	74.87	1,515	8,265	18.33
2	02 - Region 7B	122	53	Target			80.0			75.0	\$6,200			60.0			
				Actual	71	81	87.65	23	26	88.46	6,412	19	21	90.48	72	113	63.72
3	04 - Great Lakes Bay	762	353	Target			83.0			74.0	\$5,870			48.0			
				Actual	274	300	91.33	95	111	85.59	5,550	30	34	88.24	162	366	44.26
4	05 - Berrien/Cass/Van Buren	204	43	Target			84.0			74.0	\$7,883			66.0			
				Actual	36	40	90.00	27	31	87.10	8,882	18	19	94.74	0	152	0.00
5	06 - UPWARD Talent Council	636	384	Target			84.0			70.0	\$6,785			69.0			
				Actual	269	298	90.27	105	126	83.33	6,986	50	57	87.72	0	258	0.00
6	07 - Detroit Emp Solutions	6,216	177	Target			82.0			72.0	\$5,200			47.0			
				Actual	1,258	1,684	74.70	866	1,173	73.83	4,976	33	172	19.19	149	3,300	4.52
7	13 - GST Michigan Works	1,172	663	Target			79.0			66.0	\$5,200			50.0			
				Actual	300	366	81.97	135	166	81.33	4,998	108	128	84.38	298	960	31.04
8	14 - Southwest	206	127	Target			85.0			81.0	\$6,285			70.0			
				Actual	121	132	91.67	58	65	89.23	6,240	28	37	75.68	90	147	61.22
9	16 - West Central	52	35	Target			80.0			70.0	\$6,153			70.0			
				Actual	62	72	86.11	37	46	80.43	7,368	32	38	84.21	26	51	50.98
10	17 - Capital Area	211	129	Target			84.0			74.0	\$7,700			70.0			
				Actual	147	167	88.02	79	87	90.80	6,110	64	70	91.43	0	197	0.00
11	19 - Macomb/St. Clair	1,011	368	Target			86.0			74.0	\$5,879			55.0			
				Actual	290	334	86.83	114	136	83.82	7,370	57	71	80.28	175	893	19.60
12	21 - Northeast	129	81	Target			82.0			73.0	\$5,820			52.0			
				Actual	46	52	88.46	18	20	90.00	8,969	15	18	83.33	54	110	49.09
13	22 - Northwest	69	59	Target			90.0			82.0	\$5,952			70.0			
				Actual	68	77	88.31	25	26	96.15	6,574	19	20	95.00	21	45	46.67
14	23 - Oakland County	720	369	Target			86.0			79.0	\$7,000			60.0			
				Actual	352	373	94.37	238	260	91.54	9,430	38	44	86.36	195	342	57.02
15	30 - SE Michigan Consortium	464	195	Target			87.0			73.0	\$7,900			70.0			
				Actual	147	158	93.04	74	81	91.36	7,236	31	38	81.58	23	311	7.40
16	31 - SEMCA	578	288	Target			79.0			73.0	\$7,000			48.0			
				Actual	214	227	94.27	109	116	93.97	6,962	53	54	98.15	152	392	38.78
17	33 - West Michigan Works	1,046	503	Target			84.0			74.0	\$7,833			66.0			
				Actual	380	408	93.14	179	195	91.79	6,845	129	146	88.36	98	628	15.61

## WIOA Dislocated Worker

The chart below displays the local performance outcomes for each of the sixteen Michigan Works! Agencies.

A. AGGREGATE INDICATORS OF PERFORMANCE BY MWA																	
Row	Column	Participants Served (07/01/2017 - 06/30/2018)	Exiters <sup>1</sup>		Employment Rate (Q2) <sup>2</sup> (07/01/2016 - 06/30/2017)			Employment Rate (Q4) <sup>2</sup> (07/01/2016 - 12/31/2016)			Median Earnings (07/01/2016 - 06/30/2017)	Credential Rate <sup>3</sup> (07/01/2016 - 12/31/2016)			Measurable Skill Gains <sup>3</sup> (07/01/2017 - 06/30/2018)		
					Num	Den	Rate	Num	Den	Rate	Earnings	Num	Den	Rate	Num	Den	Rate
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1	Statewide	<u>3,728</u>	<u>1,978</u>	Target			85.0			80.0	\$7,000			58.0			
				Actual	<u>1,990</u>	<u>2,139</u>	93.03	<u>1,052</u>	<u>1,175</u>	89.53	8,448	<u>355</u>	<u>417</u>	85.13	<u>497</u>	<u>2,152</u>	23.09
2	02 - Region 7B	<u>39</u>	<u>19</u>	Target			78.0			74.0	\$6,200			60.0			
				Actual	<u>19</u>	<u>21</u>	90.48	<u>6</u>	<u>6</u>	100.00	8,158	<u>4</u>	<u>4</u>	100.00	<u>29</u>	<u>38</u>	76.32
3	04 - Great Lakes Bay	<u>426</u>	<u>227</u>	Target			89.0			79.0	\$7,500			48.0			
				Actual	<u>233</u>	<u>245</u>	95.10	<u>102</u>	<u>111</u>	91.89	6,852	<u>29</u>	<u>33</u>	87.88	<u>54</u>	<u>166</u>	32.53
4	05 - Berrien/Cass/Van Buren	<u>131</u>	<u>53</u>	Target			83.0			74.0	\$7,150			65.0			
				Actual	<u>29</u>	<u>32</u>	90.63	<u>18</u>	<u>22</u>	81.82	8,681	<u>6</u>	<u>8</u>	75.00	0	<u>65</u>	0.00
5	06 - UPWARD Talent Council	<u>244</u>	<u>172</u>	Target			87.0			73.0	\$7,250			48.0			
				Actual	<u>184</u>	<u>197</u>	93.40	<u>86</u>	<u>101</u>	85.15	8,642	<u>13</u>	<u>14</u>	92.86	0	<u>82</u>	0.00
6	07 - Detroit Emp Solutions	<u>332</u>	<u>7</u>	Target			90.0			77.0	\$6,700			48.0			
				Actual	<u>75</u>	<u>90</u>	83.33	<u>54</u>	<u>64</u>	84.38	5,935	<u>21</u>	<u>37</u>	56.76	<u>8</u>	<u>200</u>	4.00
7	13 - GST Michigan Works	<u>475</u>	<u>328</u>	Target			86.0			76.0	\$6,956			63.0			
				Actual	<u>159</u>	<u>177</u>	89.83	<u>55</u>	<u>68</u>	80.88	6,173	<u>40</u>	<u>45</u>	88.89	<u>105</u>	<u>329</u>	31.91
8	14 - Southwest	<u>227</u>	<u>158</u>	Target			87.0			86.0	\$5,715			57.0			
				Actual	<u>187</u>	<u>199</u>	93.97	<u>100</u>	<u>108</u>	92.59	8,375	<u>23</u>	<u>27</u>	85.19	<u>55</u>	<u>83</u>	66.27
9	16 - West Central	<u>25</u>	<u>23</u>	Target			87.0			84.0	\$5,416			70.0			
				Actual	<u>13</u>	<u>13</u>	100.00	<u>6</u>	<u>6</u>	100.00	8,660	<u>6</u>	<u>6</u>	100.00	<u>13</u>	<u>24</u>	54.17
10	17 - Capital Area	<u>168</u>	<u>90</u>	Target			86.0			80.0	\$5,600			70.0			
				Actual	<u>109</u>	<u>121</u>	90.08	<u>58</u>	<u>69</u>	84.06	7,036	<u>36</u>	<u>39</u>	92.31	0	<u>151</u>	0.00
11	19 - Macomb/St. Clair	<u>466</u>	<u>176</u>	Target			89.0			79.0	\$6,027			59.0			
				Actual	<u>158</u>	<u>177</u>	89.27	<u>62</u>	<u>82</u>	75.61	9,663	<u>21</u>	<u>32</u>	65.63	<u>44</u>	<u>395</u>	11.14
12	21 - Northeast	<u>38</u>	<u>25</u>	Target			88.0			79.0	\$6,800			62.0			
				Actual	<u>30</u>	<u>35</u>	85.71	<u>18</u>	<u>18</u>	100.00	6,231	<u>13</u>	<u>14</u>	92.86	<u>7</u>	<u>34</u>	20.59
13	22 - Northwest	<u>33</u>	<u>36</u>	Target			89.0			78.0	\$7,000			67.0			
				Actual	<u>199</u>	<u>204</u>	97.55	<u>152</u>	<u>159</u>	95.60	14,410	<u>11</u>	<u>14</u>	78.57	<u>13</u>	<u>23</u>	56.52
14	23 - Oakland County	<u>266</u>	<u>127</u>	Target			86.0			81.0	\$7,148			68.0			
				Actual	<u>163</u>	<u>172</u>	94.77	<u>118</u>	<u>131</u>	90.08	10,154	<u>34</u>	<u>37</u>	91.89	<u>73</u>	<u>131</u>	55.73
15	30 - SE Michigan Consortium	<u>200</u>	<u>120</u>	Target			87.0			77.0	\$7,600			75.0			
				Actual	<u>85</u>	<u>90</u>	94.44	<u>38</u>	<u>40</u>	95.00	9,366	<u>15</u>	<u>15</u>	100.00	<u>13</u>	<u>107</u>	12.15
16	31 - SEMCA	<u>564</u>	<u>347</u>	Target			83.0			74.0	\$6,664			48.0			
				Actual	<u>263</u>	<u>277</u>	94.95	<u>138</u>	<u>147</u>	93.88	8,077	<u>56</u>	<u>61</u>	91.80	<u>81</u>	<u>272</u>	29.78
17	33 - West Michigan Works	<u>94</u>	<u>70</u>	Target			83.0			74.0	\$7,150			65.0			
				Actual	<u>84</u>	<u>89</u>	94.38	<u>41</u>	<u>43</u>	95.35	8,512	<u>27</u>	<u>31</u>	87.10	<u>2</u>	<u>52</u>	3.85

## WIOA Youth

The chart below displays the local performance outcomes for each of the sixteen Michigan Works! Agencies.

A. AGGREGATE INDICATORS OF PERFORMANCE BY MWA																	
Row	Column	Participants Served (07/01/2017 - 06/30/2018)	Exiters <sup>1</sup>	3	Employment Rate (Q2) <sup>2</sup> (07/01/2016 - 06/30/2017)			Employment Rate (Q4) <sup>2</sup> (07/01/2016 - 12/31/2016)			Median Earnings (07/01/2016 - 06/30/2017)	Credential Rate <sup>3</sup> (07/01/2016 - 12/31/2016)			Measurable Skill Gains <sup>3</sup> (07/01/2017 - 06/30/2018)		
					Num	Den	Rate	Num	Den	Rate	Earnings	Num	Den	Rate	Num	Den	Rate
1	Statewide	6,553	2,036	Target			64.0			70.0				50.0			
				Actual	1,696	2,068	82.01	831	1,012	82.11	3,515	334	522	63.98	754	3,643	20.70
2	02 - Region 7B	89	30	Target			52.0			54.0				60.0			
				Actual	37	41	90.24	11	12	91.67	3,641	10	12	83.33	38	71	53.52
3	04 - Great Lakes Bay	271	67	Target			55.0			57.0				63.0			
				Actual	33	43	76.74	23	27	85.19	4,034	12	16	75.00	5	82	6.10
4	05 - Berrien/Cass/Van Buren	58	4	Target			80.0			73.0				70.0			
				Actual	10	10	100.00	6	6	100.00	5,198	2	2	100.00	0	31	0.00
5	06 - UPWARD Talent Council	170	93	Target			80.0			63.0				70.0			
				Actual	51	64	79.69	15	16	93.75	6,440	3	5	60.00	8	93	8.60
6	07 - Detroit Emp Solutions	2,001	143	Target			65.0			69.0				70.0			
				Actual	120	227	52.86	67	123	54.47	3,232	6	95	6.32	30	1,114	2.69
7	13 - GST Michigan Works	595	341	Target			73.0			64.0				70.0			
				Actual	286	373	76.68	112	139	80.58	3,122	42	50	84.00	144	361	39.89
8	14 - Southwest	270	48	Target			79.0			75.0				70.0			
				Actual	43	45	95.56	5	5	100.00	3,759	5	5	100.00	13	138	9.42
9	16 - West Central	44	33	Target			84.0			86.0				70.0			
				Actual	48	59	81.36	33	45	73.33	3,260	6	9	66.67	9	24	37.50
10	17 - Capital Area	256	70	Target			77.0			67.0				55.0			
				Actual	78	83	93.98	49	52	94.23	2,470	23	23	100.00	22	105	20.95
11	19 - Macomb/St. Clair	564	310	Target			67.0			64.0				55.0			
				Actual	318	343	92.71	149	164	90.85	3,516	69	78	88.46	147	314	46.82
12	21 - Northeast	143	30	Target			61.0			68.0				48.0			
				Actual	24	29	82.76	13	14	92.86	2,763	11	12	91.67	57	84	67.86
13	22 - Northwest	44	42	Target			62.0			57.0				70.0			
				Actual	36	41	87.80	15	17	88.24	3,994	8	16	50.00	17	42	40.48
14	23 - Oakland County	214	85	Target			71.0			69.0				60.0			
				Actual	82	92	89.13	60	73	82.19	3,960	40	42	95.24	73	134	54.48
15	30 - SE Michigan Consortium	411	113	Target			78.0			65.0				70.0			
				Actual	123	135	91.11	54	61	88.52	4,000	22	31	70.97	15	197	7.61
16	31 - SEMCA	624	257	Target			64.0			56.0				70.0			
				Actual	133	144	92.36	79	88	89.77	4,005	26	30	86.67	50	164	30.49
17	33 - West Michigan Works	799	370	Target			72.0			73.0				70.0			
				Actual	274	339	80.83	140	170	82.35	3,513	49	96	51.04	126	689	18.29

## Wagner-Peyser

The chart below displays the local performance outcomes for each of the sixteen Michigan Works! Agencies.

A. AGGREGATE INDICATORS OF PERFORMANCE BY MWA																	
Row	Column	Participants Served (07/01/2017 - 06/30/2018)	Exiters <sup>1</sup>		Employment Rate (Q2) <sup>2</sup> (07/01/2016 - 06/30/2017)			Employment Rate (Q4) <sup>2</sup> (07/01/2016 - 12/31/2016)			Median Earnings (07/01/2016 - 06/30/2017)	Credential Rate <sup>3</sup> (07/01/2016 - 12/31/2016)			Measurable Skill Gains <sup>3</sup> (07/01/2017 - 06/30/2018)		
					Num	Den	Rate	Num	Den	Rate	Earnings	Num	Den	Rate	Num	Den	Rate
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1	Statewide	<u>145,280</u>	<u>131,948</u>	Target			64.0			64.0	\$5,000						
				Actual	123,727	168,449	73.45	64,639	87,668	73.73	5,946	0	0		0	0	
2	02 - Region 7B	<u>3,855</u>	<u>3,937</u>	Target			63.0			65.0	\$4,900						
				Actual	3,067	3,931	78.02	1,542	1,941	79.44	6,283	0	0		0	0	
3	04 - Great Lakes Bay	<u>3,465</u>	<u>3,386</u>	Target			67.0			64.0	\$5,650						
				Actual	2,493	3,459	72.07	1,174	1,684	69.71	4,447	0	0		0	0	
4	05 - Berrien/Cass/Van Buren	<u>5,423</u>	<u>4,280</u>	Target			65.0			84.0	\$6,863						
				Actual	3,753	5,514	68.06	1,967	2,862	68.73	5,856	0	0		0	0	
5	06 - UPWARD Talent Council	<u>1,692</u>	<u>1,557</u>	Target			66.0			67.0	\$7,015						
				Actual	532	696	76.44	217	305	71.15	4,872	0	0		0	0	
6	07 - Detroit Emp Solutions	<u>14,473</u>	<u>11,828</u>	Target			68.0			65.0	\$6,610						
				Actual	9,994	13,565	73.67	5,247	7,016	74.79	5,369	0	0		0	0	
7	13 - GST Michigan Works	<u>4,274</u>	<u>4,365</u>	Target			72.0			65.0	\$7,308						
				Actual	5,194	7,646	67.93	3,434	5,185	66.23	4,584	0	0		0	0	
8	14 - Southwest	<u>5,047</u>	<u>4,986</u>	Target			71.0			65.0	\$6,740						
				Actual	3,380	4,741	71.29	1,729	2,431	71.12	4,663	0	0		0	0	
9	16 - West Central	<u>4,181</u>	<u>4,032</u>	Target			64.0			62.0	\$7,079						
				Actual	2,629	3,457	76.05	1,314	1,696	77.48	6,060	0	0		0	0	
10	17 - Capital Area	<u>1,193</u>	<u>871</u>	Target			71.0			64.0	\$7,070						
				Actual	852	1,119	76.14	439	573	76.61	6,216	0	0		0	0	
11	19 - Macomb/St. Clair	<u>20,742</u>	<u>20,172</u>	Target			66.0			65.0	\$6,100						
				Actual	18,247	24,300	75.09	9,139	12,013	76.08	6,907	0	0		0	0	
12	21 - Northeast	<u>3,878</u>	<u>3,144</u>	Target			63.0			64.0	\$5,375						
				Actual	1,397	1,692	82.57	965	1,175	82.13	5,537	0	0		0	0	
13	22 - Northwest	<u>8,538</u>	<u>8,543</u>	Target			64.0			70.0	\$6,240						
				Actual	6,837	8,894	76.87	3,673	4,843	75.84	6,127	0	0		0	0	
14	23 - Oakland County	<u>14,803</u>	<u>14,687</u>	Target			67.0			66.0	\$7,000						
				Actual	12,430	17,268	71.98	6,220	8,504	73.14	7,038	0	0		0	0	
15	30 - SE Michigan Consortium	<u>14,400</u>	<u>10,473</u>	Target			70.0			64.0	\$7,243						
				Actual	10,413	14,735	70.67	5,519	7,716	71.53	6,152	0	0		0	0	
16	31 - SEMCA	<u>31,815</u>	<u>28,945</u>	Target			68.0			64.0	\$7,243						
				Actual	31,197	42,533	73.35	15,671	21,346	73.41	5,561	0	0		0	0	
17	33 - West Michigan Works	<u>7,496</u>	<u>6,741</u>	Target			65.0			64.0	\$6,863						
				Actual	11,312	14,895	75.94	6,389	8,378	76.26	6,422	0	0		0	0	

## APPENDIX II: SUCCESS STORIES

**Name:** Keith Sterly

**Employer:** Otsego County Sherriff's Department

**Program:** WIOA Adult

Keith was working a part-time marine patrol job, as well as other part-time jobs to make ends meet. He wanted to enroll in the Police Academy but wasn't sure how he would be able to afford tuition and pay his bills if he was in the academy full-time. Keith stated: *"It was a very stressful time for me figuring out if it would all work out for me the way I needed it to."*

After speaking with Michigan Works!, Keith was able to qualify for tuition assistance for the academy, so he didn't have to take out student loans on top of his already large list of bills. Michigan Works! was also able to help Keith pay for gas to and from the Kirtland Police Academy in Roscommon, as well as new tires for his truck, and help with purchasing the required uniforms and boots. (At 6'9", Keith needed sizes that had to be special ordered).

While in the academy, Keith learned all aspects of the criminal justice field and what the career would entail from hands-on motor vehicle code to first-aid and firearms. He is currently employed as a full-time deputy with the Otsego County Sherriff's Department.

*"Personally, I enjoyed the hands-on learning aspects and excelled in defensive tactics, firearms, and emergency vehicle operations,"* states Keith. Keith received the award for Top Defensive Tactics Recruit, a leadership award, and received the MCOLES (Michigan Commission on Law Enforcement Standards) award for the top recruit in the Kirtland Police Academy.

Keith continues, *"Without the help I received from Michigan Works!, I could not have been able to go to this academy. I would have probably waited until next year, and it would have cost me a lot more money and stress trying to figure it all out. My Michigan Works! advisor was there, readily available for any questions I had, and helped me tremendously throughout the entire academy."*

**Name:** Melissa Stevenson

**Employer:** Coveris Americas

**Program:** WIOA Dislocated Worker

Melissa worked at Schawk Industries as a customer services representative for 18 years, but in 2017, was permanently laid-off with no notice. While Melissa has a strong background in graphic design and customer service, she was very concerned about her barriers of age, being employed in a weak industry, and the availability of opportunities.

During November 2017, Michigan Works! helped Melissa with job search support, resume review and revamping, coaching, connection to partner resources, mock interviews, On-the-Job Training, and assistance with receiving certification for Trade Adjustment Assistance (TAA) benefits.

In her own words, Melissa tells her story, *"I began working with Michigan Works! after being downsized from a position on October 17, 2017. I had worked for my employer at the time for 18 years and was released from my duties along with 17 other employees. Never being unemployed, it was very upsetting, and I wasn't sure how to take the next step. I attempted to file for Unemployment the next day and found out that my identity had been compromised previously the year before and benefits had been paid out. So not only did I have my being unemployed to deal with now, I had to fix the identity theft. I wasn't sure if I wanted to stay in my field or maybe consider something different, I felt pretty lost-despair is the only word that comes to mind."*

*I was put in touch with Michigan Works! through the advice of another coworker who had also been downsized. I finally felt someone was there to help me and that I had possible opportunities to look at from training, resume assistance, and was able to contact my case manager within my industry. I had not had a resume in the last 30 years, so this was my next assignment; and with suggestions from my case manager, I completed my resume. Michigan Works! helped with distributing my resume and calling potential employers that might have a potential opening. I applied to Coveris, and Michigan Works! also contacted a Human Resources contact at Coveris.*

*I started the interview process with Coveris in November 2017, and after five interviews, I started my new position on January 23, 2018. The employment package I was offered at Coveris was far better than what I had been dismissed from and a far better company to work for. I am enjoying my new career with Coveris and am grateful for the guidance Michigan Works! provided.”*

Melissa is now employed full-time as a customer support representative, making \$60,000 per year with benefits. She is also registered for benefits under TAA if she so chooses to use them in the future.

**Name:** Justin Tough

**Employer:** Jobs for Michigan’s Graduates – Presque Isle Academy

**Program:** WIOA In-School Youth

The Jobs for Michigan’s Graduates (JMG) program, based on the Jobs for America’s Graduates model, was established to help at-risk youth graduate from high school and be better prepared for the future. The JMG graduates have a 94 percent success rate, 14 percent higher than the Michigan average. Upon completion of the program, 83 percent were employed, and 57 percent were enrolled in post-secondary education.

Justin Tough was behind in credits when his WIOA case manager met him at Presque Isle Academy. He didn’t have transportation to school and work. He faced turmoil in his past and in his home life, and he had no plans for after graduation.

The case manager worked with Justin to overcome his barriers and graduate from Presque Isle Academy. He successfully and consistently held a job throughout high school. Through JMG, Justin participated in four trips to Lansing, Michigan’s State Capitol, including one for Legislative Day, one for Leadership Day, and two times for the career development conference. While in the program, Justin made great progress by showing leadership in creating the school garden, successfully communicating with officials during the JMG’s Legislative day, has held successful employment for three years, completed his course work early in his senior year and then spent time volunteering at the academy. As of Fall 2018, Justin completed all necessary steps to receive financial aid and is currently enrolled at Alpena Community College in the Auto Body Repair Program.

Justin says, *“Through the years that I have been a part of this program, JMG has helped me get up on my feet and prepare myself for a better future.”*

**Name:** Tina Holey

**Employer:** Werner Enterprises

**Program:** WIOA Out-of-School Youth

After battling with a disability for her entire life, Tina wanted a life change after hundreds of surgeries. Tina was born with Treacher Collins Syndrome, a condition that affects the development of bones and other tissues of the face, and in Tina’s case, also made it hard for her to eat and breathe. After graduation from high school and struggling with numerous uphill battles, Tina decided it was time for a

change and came to Michigan Works! in search of training so she could transition off Social Security and become employed as a truck driver.

Tina stayed dedicated and focused on one goal, which was obtaining her Commercial Driver's License (CDL-A). After completing her 160 hours training through the local community college, Tina was in search of employment immediately and wasted no time searching. After a short time, she had employment as a CDL truck driver. To date, Tina has over six months' worth of time with her current employer and has had two pay increases since she started. She is now making \$16.62 per hour and travelling the road with her dog.

Tina states *"I like showing people [that] no matter what others say I can't do, there's always something I can do."*

**Employer:** Arauco North America

**Program:** WIOA Business Services along with Skills Upgrade and Incumbent Worker Training Services

Arauco North America has begun construction of a new state-of-the art particleboard manufacturing facility located in Northern Michigan; with the expected opening to occur later in the third quarter of 2018. Once in full operation, the Arauco Particleboard Mill in Grayling will be the largest facility of its kind in the world, bringing a significant number of jobs (over 200) with competitive wages and benefits to Northern Michigan.

Through their efforts, Michigan Works! assists Arauco in delivering tangible benefits to Arauco and to their employees that have already been hired or will be hired for the facility. Funding sources and services provided include a significant amount of State-funded Skilled Trades Training Funds to train nearly 200 new employees, the WIOA Incumbent Worker Training funds to support upgraded skills training for current staff, and assistance with marketing and outreach to a large talent pool to participate in several job fairs.

While Arauco recently ran into minor setbacks when several candidates originally selected for hire changed their minds, a contributing factor was that their current employers offered highly-competitive wages to maintain their staff levels; wages which nine months ago were not as competitive prior to Arauco's hiring.