INDIANA WORKFORCE DEVELOPMENT

AND ITS WorkOne CENTERS

2011

Workforce Investment Act Annual Report

Program Year 2011

July 1, 2011 through June 30, 2012

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A MESSAGE FROM COMMISSIONER SCOTT B. SANDERS

MEETING THE WORKFORCE DEVELOPMENT CHALLENGE THROUGH PARTNERSHIPS ACROSS THE STATE

I am pleased to submit this year's Workforce Investment Act Annual Report for Program Year 2011. The Indiana Department of Workforce Development (DWD), the State Workforce Innovation Council, the Joint Workforce Investment Board and our eight local Workforce Service Area Workforce Investment Boards have enjoyed many accomplishments over the past twelve months.

During the past year, DWD has worked hand-in-hand with educators, businesses and local community and faith-based organizations to train Hoosiers in the skills needed by businesses today, as well as for the job market of the future. Across the state, partners in our one-stop career system (WorkOne) established under WIA are providing coordinated, market and customer driven services to businesses and job seekers.

As a result, training has been provided for high-wage and high-demand occupations including adult basic education combined with occupational certification programs. We also take pride in spear-heading workforce development initiatives geared toward individuals with unique needs including veterans, the long-term unemployed, dislocated workers, recently incarcerated Hoosiers and youth.

Our success would not be as great without the support and guidance from our many stakeholders and partners. Together we are achieving our goal of building a world-class system for workforce development.

Sincerely,

Scott B. Sanders
Commissioner

ACRONYMS

- **ABE** (Adult Basic Education)
- **ACT®** (American College Test)
- **ARRA** (American Recovery and Reinvestment Act)
- **AWI** (Aging Worker Initiative)
- **BEAM Initiative** (Bluegrass Economic Advancement Movement)
- **BPA** (Business Partners of America)
- **CNA** (Certified Nursing Assistant)
- **CNC** (Computer Numeric Control)
- **COPE** (Council of Proprietary Education)
- **DVOPS** (Disabled Veteran Outreach Program Specialists)
- **DWD** (Department of Workforce Development)
- **EMT** (Emergency Medical Technician)
- **FAFSA** (Free Application for Federal Student Aid)
- **GED** (General Education Development)
- **HIRE** (Hoosier Initiative for Re-Entry)
- **HCCI** (Healthcare Career Initiative)
- **IBEW** (International Brotherhood of Electrical Workers)
- **ICD** (Institute for Career Development)
- **IDOC** (Indiana Department of Corrections)
- **IDOE** (Indiana Department of Education)
- **IEDC** (Indiana Economic Development Corporation)
- **IPFW** (Indiana University-Purdue University Fort Wayne)
- **IRP** (Individual Reemployment Plan)
- **ITA** (Individual Training Account)
- **IU** (Indiana University)
- **JAG** (Jobs for America's Graduates)
- **JJC** (Justice Juvenile Center)
- **JWIB**(Joint Workforce Investment Board)
- **LVER** (Local Veterans Employment Representatives)
- **MASP** (Mid-America Science Park)
- **MSSC –CLA** (Manufacturing Skills Standard Council –Certified Logistic Associate
- **MSSC-CPT** (Manufacturing Skills Standard Council- Certified Production Technician)
- **NCRC** (National Career Readiness Certificate)
- **NWIWB** (Northwest Indiana Workforce Board)
- **OJT** (On-the-Job Training)
- **PY** (Program Year)
- **REA** (Reemployment and Eligibility Assistance)
- **REACH** (Regional Employment Assessment Centers for Hiring)
- **RIG** (Regional Innovation Grant)
- **RO** (Regional Operator)
- **ROI** (Return On Investment)
- **RWB** (Regional Workforce Board)
- **SAT®** (Scholastic Assessment Test)
- **STEP** (Skills Training for Employers Program)
- **SWIC** (State Workforce Innovation Council)
- **UI** (Unemployment Insurance)
- **VR&E** (Vocational Rehabilitation and Employment)
- **VWIP** (Veterans' Workforce Investment Program)
- **WARN** (Worker Adjustment and Retraining Notification Act)
- **WIA** (Workforce Investment Act)
- **WIASRD** (Workforce Investment Act Standardized Record Data System)
- **WIB** (Workforce Investment Board)
- **WSA** (Workforce Service Area)
- **YES** (Youth Employment Services)
- **YWI** (Youth Works Indy)

EXECUTIVE SUMMARY

The mission of the Indiana Department of Workforce Development (DWD) is to empower Indiana's citizens and workers to become a highly-skilled and competitive workforce needed for success in a changing state, national and global economy. To support this mission, a number of strategic programs have been designed to help Hoosiers receive the training needed to obtain gainful employment.

The following summarizes the work of the State Workforce Innovation Council (SWIC), DWD's statewide program initiatives, Regional Workforce Service Area WIB's, and the Joint Workforce Investment Board (JWIB) during Program Year 2011 (July 1, 2011 through June 30, 2012.)

State Workforce Innovation Council (SWIC)

The State Workforce Innovation Council is the state board for Indiana's workforce investment system and serves the functions mandated in WIA. Indiana's state board reviews the services and uses of funds and resources under applicable federal programs and advises the governor on methods coordinating these functions consistent with the laws and regulations governing the applicable federal programs.

In PY 2011, the State of Indiana began its realignment from a two Workforce Investment Board system to nine Workforce Service Area's (WSA); Regions 1, 2, 3, 4, 6, 7, 10, and Marion County are separate WSAs and the remaining four (5, 8, 9, and 11) combined to become a new balance of state WSA.

The SWIC is comprised of the following committees:

- ✓ **Education Review:**
  - Decide final approval for additions to the WIA-approved training list;
  - Evaluate occupational training programs on the WIA-approve training list and provide feedback to local workforce investment boards;
  - Provide oversight to Indiana's Adult Education program, including the development of common assessment instruments and program delivery;
  - Review and approve program plans for Carl Perkins post-secondary career and technical education providers;
  - Develop, implement, and review career pathways and assessment of skills standards;
  - Review quarterly outcome data; and
  - Recommend workshop curricula for WorkOne's.

- ✓ **Grants and Finance:**
  - Oversee the development for state discretionary funds, creating criteria used to evaluate and rate proposals;
  - Review and score each proposal submitted for state discretionary funds, and determine awardees;
  - Oversee the development and approval of the WIA annual allocations; and

- Review regional expenditure data.

✓ **Oversight, Performance, and Employer Relations:**
- Ensure WIA regulations pertaining to SWIC are followed, including certification of local workforce investment board membership;
- Establish outcome metrics for WorkOne services, including business services;
- Develop programs and services to improve the visibility of the WorkOne system within the employer community;
- Review oversight reports produced by DWD's compliance unit; and
- Review performance, expenditure, and outcome reports from the WorkOne system.

✓ **Youth Committee**
- Define statewide strategic vision for youth activities within the WorkOne system;
- Identify criteria to be used by local boards when awarding grants for WIA youth service provision;
- Establish performance metrics for WIA-funded youth services; and
- Review oversight reports produced by DWD's compliance unit with respect to youth activities.

✓ **Career and Technical Schools Accreditation Committee**
- Adopt rules/policies to implement accreditation of non-degree postsecondary proprietary educational institutions;
- Determine final approval for the initial accreditation of those schools;
- Ensure monitoring is completed; review monitoring report; and provide full accreditation;
- Oversee two funds (Student Assurance Fund and Proprietary Educational Institution Fund) to operate accreditation program and provide student refunds, as appropriate.

During PY 2011, the SWIC accomplished the following:

❖ Approved the introduction of the HIRE (Hoosier Initiative for Re-Entry program).
❖ Provided guidance on how to categorize temporary workers fulfilling the responsibilities of a service provider if the WIB is acting in the capacity of subrecipient or service providers of WIA funds.
❖ Approved how WIA funds may be utilized to provide prior learning assessment to eligible participants enrolled in occupational skills training.
❖ Approved a policy stating that all Adult Education program must measure and report student educational gains as required by the National Reporting System and the federal accountability system for the Adult Education and Family Literacy Act.
❖ Approved the general requirements for local delivery of distance education.
❖ Approved a policy that establishes the minimum qualifications and ongoing professional development expectations for the Indiana adult education staff.
❖ Approved a policy that described the process for monitoring and evaluating adult education programs, in addition to guidance on its collection and reporting of data.

- Provided guidelines for General Education Development (GED) testing in Indiana.
- Approved a policy that provided an overview of funding for the adult education system.
- Implemented mandatory drug screening test for all WIA program participants prior to entering training.

SUMMARIES: DWD STATEWIDE PROGRAMS

Adult Education

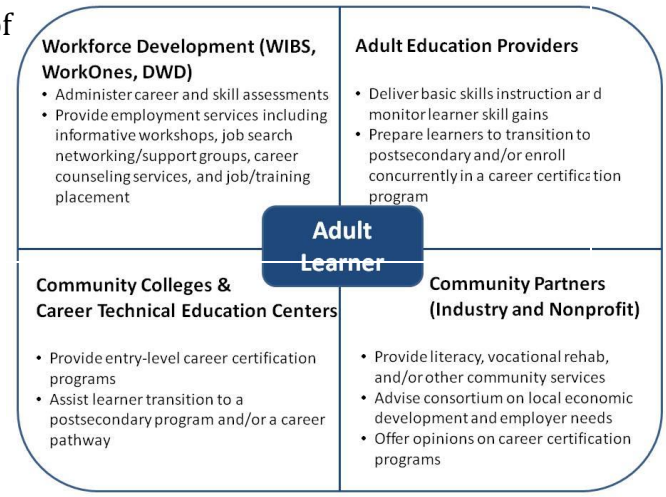
DWD took over the adult education program from the Department of Education (DOE) on April 1, 2011 through a unanimous decision by the Indiana State Legislature. DWD has implemented a new approach to addressing the many workforce challenges Indiana faces, including increased employer demand for middle skills, high unemployment, large skills gaps, and limited adult education delivery capacity. DWD believes that by aligning adult education and workforce development services, clients will be better served. The association between skills and opportunity for individual Americans is powerful and growing. As forecasted by Anthony Carnevale of Georgetown University's Center for Education and Workforce, by 2018 a majority (55%) of all jobs in Indiana will require higher education attainment at the certification and associates degree level to meet middle skills demand by employers. People with less than a high school education will have access to only 14% of jobs.

DWD's Vision for Adult Education is:

We will serve as many clients as possible at any time, any place, and any pace in the State of Indiana. We will ensure that individuals have the opportunity to earn a GED or high school diploma and an industry-recognized occupational credential, which will ultimately assist Hoosiers in building skills or success and promoting lifelong learning in order to provide a world class workforce in Indiana.

DWD valued the alignment of workforce development and adult education services so highly that initially DWD and DOE worked in partnership to establish regional consortia throughout the state (mirroring DWD's economic growth regions). Each consortium was asked to be responsible for ensuring that all the adult learners in a region had access to both educational and career advising services.

The adjacent chart outlines the responsibilities of each partner group with the focus of services supporting the adult learner.



DWD developed new formula allocation rules that focus on awarding federal and state funds in the same manner. The formula is weighted to consider the unemployment population, the number of enrollees in adult education, and performance outcomes for each region.

In order for any region to earn performance funding, the region has to achieve a certain level of outcomes. This reimbursement schedule encourages best practices in enrollment, curriculum delivery, GED or high school diploma attainment, and postsecondary transitions. DWD has been able to closely track the outcomes in every region due to a new and powerful data system.

The Results

Even though Adult Education has only been under DWD's jurisdiction for a year, providers throughout the State have succeeded in adapting to a new system and a renewed focus on performance and accountability. During PY 2011, 27,282 individuals were served through more than 70 approved adult education programs collaborating with local consortia of partners representing P-12, non-profits, local economic development, workforce development, and postsecondary institutions and 5,681 individuals received their HS diploma/GED.

Since DWD's mission for Adult Education includes integrating it with occupational skills training, DWD established a program, known as WorkINdiana, that combines adult education directly with occupational skills training. The results of this program are on the following page.

DWD initially invested Workforce Investment Act Discretionary funds to support the Work Indiana program. **Work Indiana enrolled its first student in August of 2011 and has reached a total enrollment of 438 students in less than a year.** To date, 288 students have completed a program. Of those 199 students have earned the associated certification, and **100 have found employment** in their new field. Ninety-two students remain active in a program.

The WorkINdiana program's success in the first year has been critical to fulfilling the vision for Adult Education in Indiana.

- 43 programs were developed to meet the criteria outlined in the adult education RFA
- 10 of 11 regions ran at least one program in the initial year
- C.N.A, Welding, Administrative Assistant, EMT, Bookkeeping, Computer Repair, CNC, MSSC-CPT and MSSC-CLA have been started, with C.N.A being the most popular and successful thus far
- 438 students in total have participated in WorkINdiana programs
- 92 are still active in their WorkINdiana program
- 288 have completed their program
- 199 have earned their certification
- 100 students gained employment

The Work Indiana program offers short-term occupational training to adult education students resulting in industry-recognized certifications.

Almost one third of Indiana's workforce; approximately 900,000 people; do not have the skills necessary to succeed in today's workforce. To more effectively raise the skill level of the adult population and to meet workforce demands for middle skills attainment, the state has changed the structure of service delivery, refocused the goal of adult education, added basic occupational training opportunities (WorkINdiana), enhanced student support, and implemented new data systems to better track clients in the workforce and education training system.

Work Indiana Career Certifications	
Industry Sectors	**Certifications**
Health Care	Certified Nurse Aide (C.N.A.)
	Pharmacy Technician (C.Ph.T.)
	Emergency Medical Technician (E.M.T.)
	Medical Coder (C.P.C.)
	Expanded Duties Dental Assistant (L.R.C)
	Patient Access (C.H.A.A)
Information Technology	Computer Support Specialist (Comptia A+)
	Electronics Installer/Repairers (ESPA/EST)
Business Administration & Support	Bookkeeper (AIPB)
	Tax Preparer (IRS Certification)
	Admin Assistant (IC3 or Microsoft Office)
Advanced Manufacturing	Production Worker (MSSC C.P.T.)
	Entry Welder (A.W.S.)
	CNC Operator (NIMS Level 1)
	Heating and Cooling Technician (HVAC)
	Underground Coal Mining (MSHA 502)
Transportation and Logistics	Truck Driver, Light and Tractor Trailer (CDL-B)
	Truck Driver, Heavy and Tractor Trailer (CDL-A)
	Laborers and Material Movers (MSSC C.L.A.)
	Laborers and Material Movers + Forklift Driving (MSSC C.L.A. +)
	Automotive Service Technician (A.S.E.)
Hospitality	Hospitality Staff (START)

DWD created a framework of WorkINdiana certifications (see table) and requires regional partnerships between adult education centers, career and technical education centers, WorkOne's, community colleges and local economic development representatives to determine and implement training programs that are relevant to their regions. **More than 40 certification training programs were implemented across the state in the first year,** and additional programs are being offered beginning in fall 2012.

Jobs for America's Graduates (JAG)

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

The program's goals are as follows:

- For participants to complete their diploma or GED. Students receive basic skill assessments and remediation as needed.
- The attainment of employability skills. Students are taught thirty-seven core competencies with the possibility of eighty-one total competencies to assure a strong attachment to the labor market. Key issues encountered by at-risk students are the possession of required skills needed for employment and the lack of opportunity to acquire the necessary skills. JAG teaches these skills and prepares them to find a job, and/or pursue postsecondary education.
- For participants to remain employed full-time after graduation or transition to post-secondary education or training. All participants receive twelve months of follow-up services.

With the JAG model, tutoring is provided to ensure academic completion. Also, students receive adult mentoring. The JAG specialists provide individual attention and identify specific barriers to success. The barriers may include academic problems, life skills, personal skills, and social or economic barriers. Students receive one full year of follow-up service after graduation.

Left: Students from Marion High School prepare to compete in employability skills at the Career Development Conference.

The JAG-Indiana graduation rate of 88% includes one year of follow-up for 2010-2011 students. The 2012 graduation rate was 81%; this rate is expected to increase as the students receive 12 months of follow-up services after their scheduled graduation.

JAG specialists and regional program managers work to provide job placement services for JAG students. The specialist must nurture employer contacts and special service contacts. This involves employer marketing and job development to identify placement opportunities for students. Also, the specialists assist students in post-secondary educational opportunities and help them navigate the financial aid process.

Each senior completes the FAFSA, applies to two colleges and has the opportunity to take the ACT, SAT or some pre-post-secondary enrollment examination. Students have the opportunity to understand the process and succeed in post-secondary enrollment.

In addition to class work, JAG 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, JAG students were invited to participate in two statewide events sponsored by DWD: The Leadership Development Conference and the Career Development Conference.

Left: Students from Huntington North High School plan and deliver a "Welcome Home" event for Huntington North High School Principal, Jeremy Gulley, as he returned from active duty in Afghanistan with the Indiana National Guard. This was part of a statewide Veteran's Project by all JAG Indiana students.

In September 2011, elected officers of the JAG Career Associations throughout Indiana were invited to attend a Leadership Development Conference. Three conferences were held to accommodate students from fifty-four programs; at Columbus Youth Camp near Columbus, Camp Tecumseh in Brookston, and Taylor University near Upland. The day event included teamwork and leadership building through participation in a low ropes course. After the course, the students regrouped in their teams to share their experiences and best practices. The JAG student officers were charged with the task of returning to their chapters and sharing their experiences with their JAG Career Association members. For many JAG students, the Leadership Development Conference provided a unique opportunity to experience affiliation and fellowship. They returned to their respective associations with the knowledge of a shared commitment to community leadership.

The Jobs for America's Graduates State Career Development Conference was held April 20, 2012 at Ivy Tech Community College in Indianapolis. Ivy Tech hosted the event providing the students the opportunity to visit the campus and compete in employability skills events. Nine regional conferences were held and students earned their chance to compete at the state conference. The state conference featured competitive events designed to demonstrate the employability skills learned through the JAG competencies and through

employer and community connections. Fifty-four schools participated in the Career Development Conference with two hundred fifty JAG students attending. Each workforce region recruited judges from business and community leaders for the conference. At the state conference, fifty-five students competed with twenty-four students receiving awards totaling $40,500 towards post-secondary education or training.

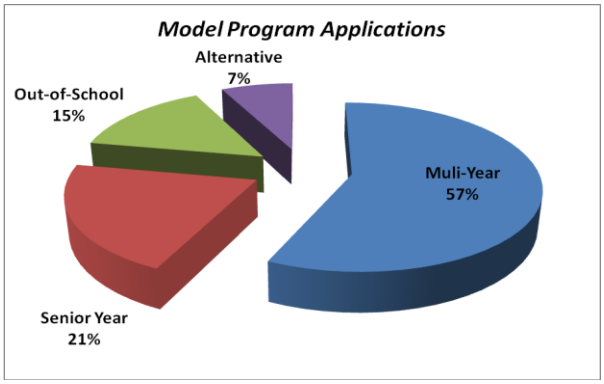
One of the competitions at the Career Development Conference was Public Speaking. The theme of each speech was "What does JAG mean to me?" A common thread of each speech was the reality of significant barriers the students overcame to move forward with their dreams for their future.

DWD in conjunction the Regional Workforce Service Area Boards, JAG Indiana has expanded to include fifty-four programs throughout Indiana in PY 2010-2011. It is expected to increase in the upcoming year to fifty-six in-school programs. The graduation rate for JAG students who recently completed their year of follow-up was 88%. For low-income youth in Indiana, the graduation rate is 72%.

During the year, a review team visited each JAG school. This team reviewed program model standards and verified model compliance to ensure quality JAG programs were delivered to all sites. Students often stated why the JAG class was different from their other work at school: "JAG is about me . . . Now I know what I want to do . . . My JAG Specialist is here to help me."

As funding continues to limit access to JAG services, schools who want to implement the program are looking for grants and partnerships. Rochester High School applied for and received a $70,000 grant to implement the program for the 2012-2013 school year.

During the 2010-2011 year, the number of JAG Out-of- School, Drop-Out Recovery Model programs increased from 7 to 14. This JAG model program targets participants who have dropped out of school. The participants are also enrolled in GED attainment. They receive instruction on JAG employability skills and they are connected to the labor market through the WorkOne Center. Typical JAG Out-of-School programs are located at a WorkOne Center.



The JAG Indiana Program is a well established, proven success for young Hoosiers; new opportunities to use the program are emerging. For the 2012-2013 year, the JAG Program Model will be implemented at two Adult Basic Education (ABE) sites serving youth ages 16-21. This will be a closely watched pilot as other ABE sites consider JAG services for their participants.

During the JAG National Training Seminar in July of 2012, nine JAG Programs were honored for achieving the 5 of 5 national goals:

90% Graduation Rate
80% Positive Outcome Rate: Employment, military or post-secondary placement
60% Employment placement rate
60% in Employment are full-time
80% in Positive Outcomes are full-time

Results for the State-wide program:

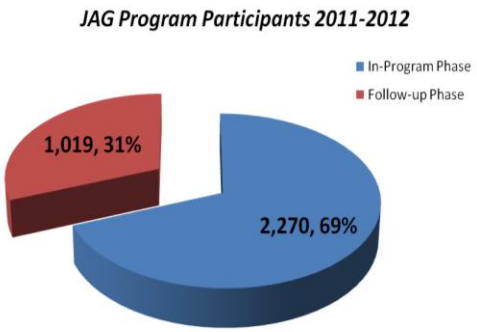
	2011	2010	2009	2008
Graduation Rate	88.22%	87.99%	86.90%	85.09%
Positive Outcome Rate	72.97%	68.99%	75.07%	69.07%
Employment Rate	46.72%	41.25%	38.84%	38.14%
Full-time Jobs Rate	61.90%	58.27%	39.55%	40.54%
Full-time Placement	83.57%	81.29%	79.10%	74.32%
Further Education Rate*	44.05%	41.99%	55.94%	47.94%

*Not part of the JAG National 5 of 5 Goals

Two regions achieved 5 of 5 goals, Region 4 for their first year and Region 11 for their second year.

In 2009-2010, DWD piloted an enhancement to the JAG Model Program. Since the start of this model enhancement, the employer database has grown from 200 participating employers to over one thousand participating employers state wide. JAG students participated in 392 community service projects.

During the 2011-2012 school year, 3,175 students received WIA services through JAG. This number is projected to climb to over 4,000 during the 2012-2013 school year with new in-school sites, maturing sites from last year and new out-of-school models improving their ability to recruit participants.



The JAG Model Program in Indiana provides instruction to JAG students on how to navigate and use the resources available in Indiana's WorkOne Centers. JAG students have referred friends and family to the WorkOne for employment assistance and workshop participation.

Rapid Response

In program year 2011, DWD received 96 WARN (Worker Adjustment and Retraining Notification Act) notices for closures or lay-offs. In conjunction with Regional Workforce Service Area Boards and WorkOne locations throughout Indiana, dislocated workers were encouraged to register for services at their WorkOne Centers. These partners share a focus of serving the worker and the employer to ensure workplace success.

The WorkOne Centers provide a local resource for posting jobs, recruiting, securing training, finding jobs and other workforce needs (including unemployment insurance and labor market information).

WorkOne services include: Rapid Response Orientations, Community Coordination of Resources, Workshops, Career Planning, Resume Development, Interview Coaching, Skills Evaluations, Training, Computer Classes, and Job Services Assistance.

Reemployment and Eligibility Assistance (REA) Grant

On June 21, 2011, the US Labor Department awarded nearly $48.7 million to fund re-employment, eligibility assessments for Unemployment in 37 states, and the District of Columbia. Indiana was awarded $789,988 to continue to provide reemployment assistance to Hoosier claimants for the seventh year.

DWD has utilized these grant funds to serve approximately 12,500 profiled claimants without a definite return to work date. The Indiana Profiling Program provided the following services to targeted claimants: UI Eligibility Review, Orientation, Three Step Assessment, Individual Reemployment Plan (IRP), Claimant Centered Labor Market Information, Referral to Self Directed Job Search, and Additional services (job search workshop, job search assistance, employment counseling and referral to other services).

Hoosier Initiative for Re-Entry Program (HIRE)

In December 2011, DWD undertook the planning process of developing an ex-offender reentry program in partnership with the Indiana Department of Correction (IDOC). In March 2011, operations began, and since that time, DWD has hired ten Reentry Employment Coordinators. These individuals have been trained and received certification from the National Institute of Corrections as Offender Workforce Development Specialists. Through the partnership with the IDOC, the Reentry Employment Coordinators work with individuals pre-release and post-release in preparing them for the workplace and expectations of today's employers.

The training process includes more than thirty hours of work readiness, soft skill and career exploration activities. Upon release, the Reentry Employment Coordinator works with area employers to find suitable and sustainable employment. To date, DWD has been able to place 132 formerly-incarcerated individuals.

Veterans Program

Service to Hoosier Veterans: In Indiana, there are 277,000 veterans in the workforce. DWD has sixty-one 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 2011, DWD has provided

statewide services to several thousand veterans through operations at full-service WorkOne Centers, Camp Atterbury, and the Regional Veterans Administration Office in Indianapolis. Over 8,000 Hoosier veterans received some type of training through Workforce Investment Act in PY 2011.

- **Seamless Transition Program:**

  DWD has 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. Under this program, LVERs provided the following services:
  - Assistance in filling out veteran's transition forms for demobilizing soldiers;
  - Dissemination of forms to veteran's home state employment and training offices;
  - Informational services in regards to soldier's rights; and
  - Enrollment and job search assistance

  In addition, LVERs and 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 the service-disabled veteran to prepare for, obtain, and maintain suitable employment. Second, for those veterans who are severely disabled and for whom gainful employment is not an option, assistance may be provided to allow the veteran to live more independently in his or her community. During PY 2012, 67 veterans participated in this program. Under this program, DVOPS provide case-management services to veterans entering the employment phase of the rehabilitation process.

- **Leader for the Implementation of Veterans' Services (LIVS) Training:**

  In April 2012, DWD and the National Veteran's Training Institute collaborated on a training project that included teambuilding and leadership skill building among veteran staff members and service provider managers. Participants received training on a variety of topics, including the roles and responsibilities of DVOPS and LVER, the USDOL's priority of service to veterans, and Title 38, Chapters 41 and 42.

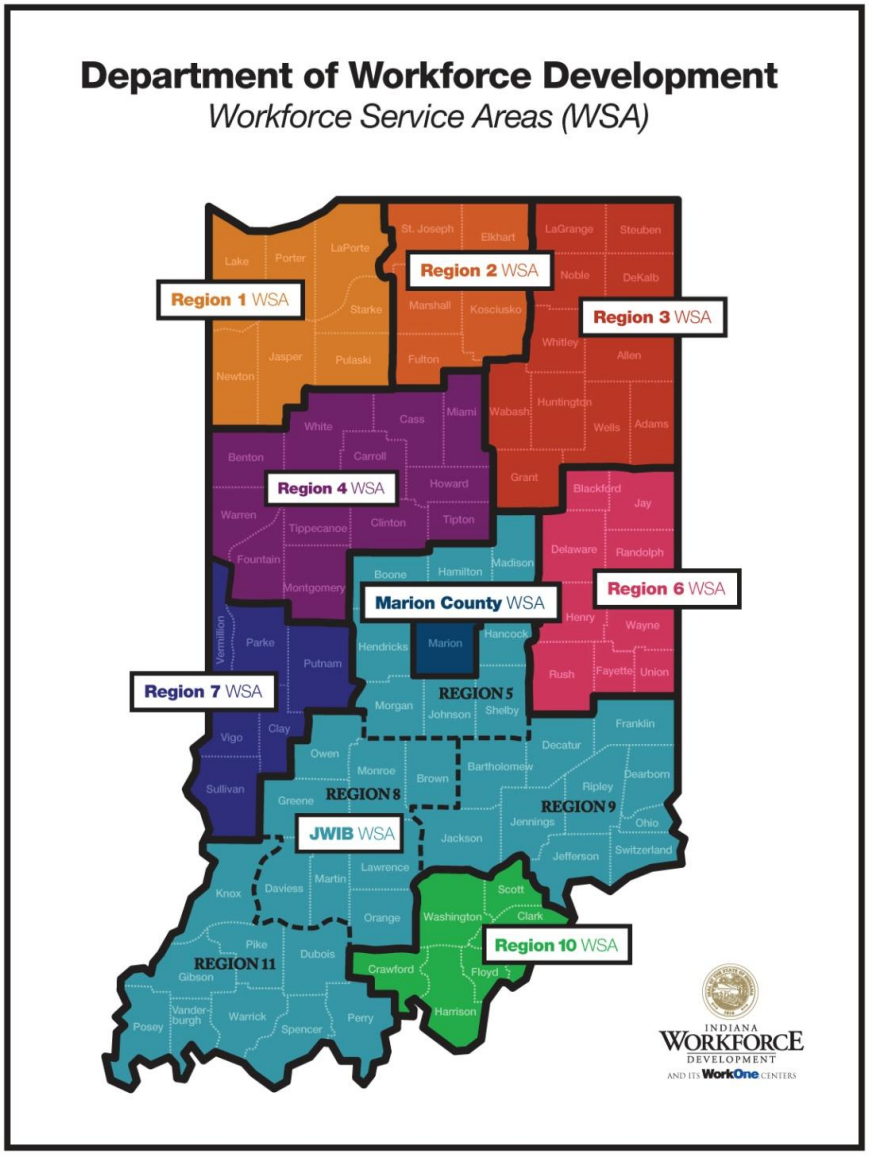
- **DOC –Indianapolis Re-Entry Education Facility:**

  In June 2012, an Offender Workforce Development Specialist certification from the National Institute of Corrections was obtained by an Indiana workforce development DVOP who specializes in working with incarcerated and homeless veterans. This 180 hour certification program helps to understand unique challenges and barriers and opportunities to better serve the impacted population.

- **Operation Hire a Hoosier Veteran**

  DWD and several WSA Boards supported a veteran's career fair on April 14, 2012, which was attended by several hundred Hoosier veterans. In preparation for Operation Hire a Hoosier Veteran, ten 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 WSAs, proved to be a success and will become a standard procedure prior to other Hoosier Veteran Career Fairs. Approximately 100 vendors, which included various employers and area post-secondary institutions, participated in the event.

MAP OF INDIANA WORKFORCE SERVICE AREAS



WORKFORCE SERVICE AREA REGIONAL SUMMARIES

WSA 1 – Northwest Indiana Workforce Board

Workforce Service Area 1 is governed by the Northwest Indiana Workforce Board.

Specialized Services and Outreach

❖ **Work Ethic Poster Debuts in Northwest Indiana Schools**

The Northwest Indiana Workforce Board (NWIWB) Youth Employment Council believes that soft skills and work ethics need to be integrated into course study in middle and high schools so that young people are prepared when they enter into the working world. College graduates are leaving their campuses unaware of the importance soft skills will play in their future. The Center of Workforce Innovations in Valparaiso, Indiana, together with the NWIWB, decided to survey regional employers on what their expectations were from job applicants and/or their employees. Their responses resulted in a four-color poster citing the top 10 employer expectations.

With an endorsement from the NWIWB Youth Employment Council, the *What Does an Employer Expect of Me* poster was distributed to high schools and middle schools within the 7-county region. They are displayed in public areas and/or in classrooms.

Some Northwest Indiana schools are embracing the importance of soft skills within their student body through integrating the 10 expectations into lessons within their curriculums. For example, Hobart High School took the employer expectation poster and integrated the competencies recognized into a monthly theme based activity, e.g., taking one expectation each month as a focus. In addition, the poster is displayed in each classroom. Portage Township Schools took a previous version of the poster and displayed them in all K-12 classrooms.

The local WorkOne youth advisors also use the poster when building their curriculum for the area's Jobs for America's Graduates (JAG) program, as well as citing the competencies with their youth clients.

The 10 competencies addressed on the employer expectation poster and that are believed to shape a good work ethic are:

1. Have a positive attitude
2. Work well with others
3. Follow directions
4. Show up for work on time
5. Recognize problems and find solutions
6. Manage time effectively
7. Apply good listening skills
8. Be honest and dependable
9. Pass a drug or background test
10. Dress properly/practice good grooming

❖ Partnering for a Greener Future

The Institute for Career Development (ICD) is a national labor management training organization of the United Steelworkers and 14 participating steel and rubber companies. Northwest Indiana unemployed workers were given opportunities to upgrade and develop new skills in green sector jobs through the *Career Pathways in Green Industries* initiative, funded by a two-year grant from the USDOL.

ICD targeted four of its member steel communities for training in the green industries including the Northwest Indiana program. ICD's primary employer partner on this project is ArcelorMittal USA, a steel company that has voiced its dedication to advancing its production practice to meet the needs of today's new green economy. ICD asked the NWIWB to assist them in creating partnerships with additional area employers to identify skills and competencies needed to incorporate green technologies into the worksite, feasibility of creating the internships or other on-the-job work experiences and training opportunities for participants. To accomplish this task, NWIWB, along with the WorkOne, convened a focus group of local employers, called *Brainstorm Green*. The session allowed employers to network, ask questions, and better understand the program, while requesting their commitment to consider hiring new employees with applicable Sustainable Energy training credentials. With growing interest in using Northwest Indiana's renewable and natural resources for energy production, training was also offered for technicians, installers, and maintenance workers in the generation of power through wind, solar, and geothermal technologies. Partnership agreements were secured with education providers, e.g., Purdue University and Ivy Tech Community College, to deliver training services and issue industry -recognized degrees or certificates. The local WorkOne's played an integral role in identifying, assessing, and referring unemployed candidates, with high priority being placed on veterans. WorkOne placement services, which include career counseling and coaching, continue through the leveraging of WIA and Veteran's Workforce Investment Plan (VWIP) funding.

Accomplishments and positive impacts on community: ICD was the first organization in the Northwest Indiana region to pioneer broad scale green training through their *Career Pathways in Green Industries* project. Their collaborative and strategic partnerships enabled them to effectively utilize mechanisms already in place to train workers impacted by national energy and environmental policy, those in need of updated training related to energy efficiency and renewable energy industries, and unemployed workers, including those from outside ICD's industries that face obstacles to gaining new employment. Northwest Indiana's WorkOne's recruited 233 candidates, with 219 trainees completing the green training, and 205 of them obtaining credentials. As of December 2011, 34 of the program participants were placed into on-the-job-training.

ICD in partnership with the Center of Workforce Innovations will release a Regional Green Report recognizing local employers who have implemented green practices in the workplace that are producing green products, and/or are enhancing production through

green processes. The report will identify the region's current and future green jobs and careers.

WSA 2 - Northern Indiana Workforce Board

Workforce Service Area 2 is governed by the Northern Indiana Workforce Board (NIWIB).

Specialized Services and Outreach

❖ **Team Focus**

Staff members within the northern Indiana workforce service area developed and focused on its mission statement: "*We exist to get people jobs as quickly as possible at the highest possible wage through EXTREME customer service.*" In addition, a regional focus was placed on implementing strategies designed to encourage program participants to provide detailed information regarding status and any employment obtained through the use of WorkOne services. As a result of these efforts, the region was able to accurately report 2,076 placements in PY 2011.

Utilizing this strategic focus within the office, the Business Services Team created relationships with employers that have led to greater usage of the WorkOne system. A key example of this has been Targeted Hiring Events. In these events, employers contact the WorkOne with job openings. The WorkOne schedules the event and searches for the most suitable candidates available within the WorkOne system by utilizing the active customer database of individuals trained and developed within the WorkOne system, then expanded into the ICC self-service customer pool. At the event, the employer interviews the customers. Customers are often hired on the spot. During PY 2011, there were 46 Targeted Hiring Events resulting in 132 placements.

Another advantage of this focus on employment has been a doubling of the number of employers utilizing the system, job orders are up 200%, and the number of job openings located by the team of professionals has tripled. This increases the opportunity for placements and leads to a renewed sense of the WorkOne's value in the community. Through key relationships, WorkOne staff members are able to better determine the types of training employers within the region need and to address those needs. With a staff focus on truly serving customers, the number of individuals served in PY 2011 was 188,679; of these, 92,967 individuals were in the office for unemployment assistance.

❖ **Youth Programs**

The Youth Council in Northern Indiana chose the JAG model as its primary method to serve youth within the region. It supports 10 in-school JAG programs in partnership with the public school systems, and has been in operation in northern Indiana since 2008.
In 2011, the program was expanded to include Goshen's Merit Learning Center, Rochester High School in Fulton County, and the Rise Up Academy in South Bend. To date, 419 High School juniors and seniors have been served.

In October of 2011, the Youth Council approved the expansion of the JAG program to Out-Of-School youth. The JAG Drop-Out Recovery model was implemented at the Marshall County WorkOne in January 2012, followed by Elkhart and Kosciusko Counties in March, and Saint Joseph County and Fulton Counties in May. JAG is now accessible via WorkOne Centers throughout the area and importantly works in collaboration with the ABE/GED programs.

In February 2012, WorkOne and the Saint Joseph County Justice Juvenile Center (JJC) created a partnership to provide employment based workshops at the JJC for youth within the Correctional System. The purpose of this partnership is to help troubled youth prepare to enter employment, and to provide them with the basic tools necessary for career exploration and the skills needed to obtain a job. Youth were introduced to WorkOne, participated in soft skill workshops designed to help them obtain employment (resumes, interview skills), register on Indiana Career Connect, and offered the opportunity to obtain the Work Keys based National Career Readiness Certification (NCRC).

Additionally, utilizing approximately $285,000 WIA regional youth funding, youth had the opportunity to participate in a paid internship program during the summer of 2012. The goal of the program was to provide youth with real work experience that matched their occupational interests. Staff, with the assistance and support of the Youth Council, worked as a team to recruit 80 In School Youth and 24 Out of School Youth, and developed 120 internship positions with 40 regional employers. Students were placed into internships where they had some career interest, including potential longer-term employment for those who expected to enter the workforce directly. In School Youth completed 6 week internships, and Out of School Youth completed 12 weeks. One of the key aspects of the program is the development of soft skills. These skills include basic habits, such as showing up to work on time, teamwork, and proper communication with supervisors and co-workers. The program provided participants an opportunity to apply what they have learned in JAG workshops to a real work environment. Furthermore, it provided jobs for youth who were previously challenged to obtain summer employment. It also allowed youth career exposure so they could see if this is might be what they want to pursue long-term. The internships provided the students the opportunity to see that the working world requires STEM and soft skills to be successful.

Mayor David Wood- City of Mishawaka with WorkOne Interns

WSA 3 – Northeast Indiana Regional Workforce Investment Board

Workforce Service Area 3 is governed by the Northeast Indiana Regional Workforce Investment Board.

Specialized Services and Outreach

❖ **Regional Focus**

The WIB's efforts have focused on two specific strategies: (1) aligning workforce and economic development activities and (2) using available workforce resources to support worker training activities to develop a talent pool to meet regional industry needs. Specifics of these two strategies are as follows:

- A full alignment with economic development partners at both the regional and county levels has been established. This includes the investment of financial resources in education and training programs that will produce a talent pipeline for key industry sectors targeted for economic development and business expansion (advanced manufacturing, defense, food processing, medical device manufacturing, transportation and logistics, finance and insurance, and health care).

- To ensure close communication and resource integration, WIB staff members are co-located with state Indiana Economic Development Corporation (IEDC) officials, the Indiana University–Purdue University Fort Wayne (IPFW) Community Research Institute, and with the NE Indiana Regional Partnership, the region's economic development organization.

- In northeast Indiana, community leaders support the attainment of "The Big Goal." In simple terms, The Big Goal aims to increase the percentage of residents with high-quality degrees or credentials to 60% by 2025. As of 2009, fewer than 35% of residents had acquired post-secondary degrees or credentials. Because 60% of jobs will require a degree or credential by the year 2018, reaching this goal is critical to developing, attracting, and retaining the talent necessary for the success of businesses and the growth of per capita income in the region. The WIB adopted The Big Goal as its primary strategic initiative and uses available workforce resources to support skill development strategies (everything from basic computer classes to advanced skills training) that are all aimed at increasing the number of residents with degrees and credentials. This partnership reaches into the high schools as the WIB convenes business leaders and education stakeholders to increase the return on investment of career and technical education funding to support industry needs.

- The WIB has invested more than 50% of its financial resources in skill development activities to assist in the development of a skilled workforce that supports business growth and expansion. For some projects, such as a Lilly Endowment grant, the WIB has invested more than 80% of available resources to support regional companies in training activities for more than 2,200 incumbent workers. For many companies, this investment has helped with stabilization as they have weathered the Great Recession.

❖ **Adult Training**

- Over the past 36 months, more than $28 million in public and private resources were allocated to support skill development and training services.

- Workforce intelligence on the specific skill and hiring needs of regional employers has been collected, leading to a more focused investment of available training resources in the specific skill areas. As a result, staff members have worked with regional training institutions to offer certified training to hundreds of workers throughout the region. Additional high demand training certifications that have been supported with workforce resources include certified welding, certified CNC machining, and a range of specific technology-based certifications.

- Participation in the on-the-job training program has resulted in 951 workers entering new employment opportunities over the past 23 months.

- A strong commitment to the improvement of digital literacy skills of the region's workforce lead to increased technology training (everything from introductory classes to specific training in various Microsoft applications) for more than 5,000 workers during PY 11.

- The GED adult education program has been integrated with occupational skills training activities (welding, accounting, nursing assistant, and others). As a result, GED students in the region now have the opportunity to acquire both a GED and an industry-recognized certification that better prepares them for the job market.

- Regional institutions have accelerated a range of certification and degree programs to support workers who desire to improve their skills and return to work more quickly. For example, a certified welding class that is typically offered on a semester basis (16-18 weeks) can now be offered multiple nights per week and be completed in four to five weeks.

WSA 4 – West Central Indiana Workforce Investment Board

The West Central Indiana Workforce Investment Board governs Workforce Service Area 4, where innovative solutions to support and promote skills development and life-long learning as a means of achieving economic success and improving the quality of life in west central Indiana are provided. Programs have increased education, certifications, degree attainment, job placement and retention, and average earnings. Timely, relevant, demand driven programs that: 1) raise the education and skill levels of the current and emerging members of the workforce; 2) address the "aging workforce" issue; 3) support local and regional economic development growth by identifying and closing "skill gaps"; and 4) prepare youth for high demand jobs in the region—are the keys to success.

Specialized Services and Outreach

❖ **Program Innovations for Adults – Advanced Manufacturing**

Faced with inadequate numbers of quality applicants to fill high-wage, high-growth jobs in the manufacturing sector, an innovative solution was devised by a committed alliance of the workforce investment system, local economic development organizations, educational institutions, participant manufacturers, and local units of government. Applicants must now earn a National Career Readiness Certificate through assessment of their foundational skills, conducted by WorkOne REACH (Regional Employment Assessment Centers for Hiring) staff members, and a Manufacturing Skill Standards Council (MSSC) Certified Production Technician (CPT) credential earned through successful completion of training delivered by Ivy Tech Community College. The program increases the number of skilled production technicians available to employers through two components**:** 1) "We Have Jobs Here" and, 2) "We Have Training Here". The first component recruits job seekers. Recruits apply for direct hire opportunities by completing Region 4's "Smart App", an online application available on Advancing Manufacturing's exclusive website. Applicants are processed through the WorkOne REACH business services office. The second component assures that applicants awarded a National Career Readiness Certificate will have the opportunity to participate in MSSC training leading to the CPT credential. Training is funded through a variety of sources, e.g., workforce board, community college scholarships, and economic development grants from local units of government. Sustainability of the program is fostered by partner employers that agree to a "buy back", i.e., contributing to the training fund the equivalent of one-half the cost of tuition for each graduate hired who completes probationary employment.

❖ **Industry Sector Service Delivery**

Industry sector service delivery is a workforce development approach that targets wealth-creating, high growth industries for intensive, customized workforce solutions designed to create lasting change in the labor market system that benefits both workers and employers. In short, workers are trained for high-value jobs in demand. The WorkOne Business Services Team engages high-value, growth-producing employers as committed partners and identifies their critical skill requirements to streamline and customize job applicant

screening and assessment processes, coordinate and fund customized training leading to skill certifications, and provide soft-skill development workshops that prepare job candidates for successful job entry. Job seekers with interest in manufacturing careers are given special attention, and those who qualify for training are provided assistance. Those who do not immediately qualify or do not choose training are offered customized services, assigned a Job Coach/Case Manager specialized in manufacturing career preparation, and continuously engaged in WorkOne activities. Job seekers will be more likely to persist in their interest in manufacturing careers, pursue developmental opportunities offered through the manufacturing careers pathway, and become employed. Region 4's industry sector service delivery for manufacturing is increasing the number of job seekers trained and employed in manufacturing, reducing periods of unemployment, and making its WorkOne REACH Centers the "Go-To Places" for regional manufacturers to find talent.

- **Aging Worker Initiative**

The Aging Worker Initiative (AWI) is an innovative approach to expand services for seasoned workers in Region 4. An extension of another regional program, Maturity Matters, AWI has been funded for the past three years through a USDOL High Growth Job Training Initiative grant. The project has addressed the workforce challenges facing mature workers in areas of talent development, training, employment and job retention. Efforts focused on connecting older workers to jobs in high growth, high demand industries critical to the regional economy have been successful, especially during a time of high unemployment and slow economic growth. The two specific purposes of the regional initiative are to match qualified older workers with good paying jobs and to increase the value employers place on experienced older workers. Region 4's AWI program was featured in articles published in Reuters Business & Financial News and CNBC.

- **Program Innovations for Youth – Hire Pathways (Out of School Model)**

Hire Pathways is finding great success among the youth population that it seeks to serve. Among other components, the program partners with United Way-funded agencies to provide work experience through comprehensive projects that support the agencies' missions. This unique education, training and employment program is delivered by Region 4's Youth Services Team and serves WIA Youth and Young Adults from ages 17 to 21. The program consists of four pathways. Participants may be enrolled in one or more pathways simultaneously, according to their needs identified during comprehensive assessment. The four pathways are: Hire Pathway 4 Education; Hire Pathway 4 College; Hire Pathway 4 Careers, and Hire Pathway 4 Jobs.

- **JAG**

The JAG program is implemented in three high schools within the area. It has kept youth in school, increased graduation rates, and connected youth to the labor market and post secondary education and training. After three years of successfully serving youth within the region, JAG has proven to be one of the most effective solutions for tackling high dropout rates, low academic performance, youth unemployment, and other critical issues related to youth with multiple barriers to success. This past year, Region 4, was only one of two Indiana regions to meet the five performance goals set nationally.

WSA 6 - Alliance for Strategic Growth

The Eastern Indiana WSA 6 is governed by the Alliance for Strategic Growth, Inc. Businesses and individuals are served throughout Blackford, Delaware, Fayette, Henry, Jay, Randolph, Rush, Union and Wayne counties. In PY 2011, 553 individuals completed training in career pathways aligned with their workforce needs. In addition, 435 youth were provided services to assist them in high school graduation, receiving their GED, obtaining a job, or enrolling into further education and training.

During PY 11, the Region 6 WIB, in partnership with the Local Elected Officials Executive Council, identified broad goals for the region in which the WIA funds were invested. These investment decisions were focused on how best to increase personal income while simultaneously increasing the tax base and preparation of the workforce for regional employers. Priorities were updated for industry sectors and related occupations in demand to correlate to career pathways to create the pipeline of skilled workers for existing industries and those prospective industries identified by Local Economic Development Organization partners as good matches for recruitment to the region. Industry sectors of focus were Agri-Business, Advanced Manufacturing, Contact Centers, Healthcare, and Warehouse & Transportation, encompassing 55 occupational titles.

Specialized Services and Outreach

- **Training**

Methods used to train the workforce ranged from self directed e-learning to group workshops and individualized training provided through post secondary and higher educational institutions of learning. In addition, a newly-developed on-the-job training component was implemented and hit its stride during this year with the rebound of the regional manufacturing economy.

- **WorkOne Services Provided**

During the year, WSA 6 WorkOne system served 24,399 unique customers with over 200,000 services provided at eight WorkOne locations throughout the region, including 435 who were enrolled in the Youth Program. 13,755 education and skill development activities were provided, resulting in 2,726 Adult & Dislocated Workers placed into jobs at an average annualized wage of $24,458. Of those placed into jobs, 82% were still employed one year later. During the year, 201 OJT contracts were initiated with 92% successful completion of the training activity compared to 886 enrolled in occupational skills training with an 86% successful completion rate.

- **Return on Investment (ROI)**

In measuring the ROI during PY 11, $2,904,301 was expended in support of the Adult & Dislocated Worker Training and Employment Program. A conservative annual projection resulting from who became gainfully employed and remained employed for at least nine months is $51,470,150. This represents wages earned and taxes paid into the regional economy providing a return of $17.72 on each $1.00 of program resources expended.

WSA 7 - Western Indiana Workforce Investment Board

Workforce Service Area 7 is governed by the Western Indiana Workforce Investment Board. In addition, board members hold positions on all of the Career and Technology Education advisory boards of the region, and related groups such as the Vigo County School Corporations' Blue Ribbon Panel and Superintendent's Cabinet. The Board is proud to partner with area educators and businesses to ensure secondary programs and curriculum remains meaningful and relevant to the state and regional economies.

Specialized Services and Outreach

❖ **Youth Initiatives**

WSA 7 operates a highly successful JAG program at Northview High School, Sullivan High School and Terre Haute North Vigo High School. During the 2010-2011 school year, 108 JAG students were enrolled. Of the 51 participating seniors, 95% graduated. Sixty-five percent of the seniors enrolled in postsecondary training, with 17 enrolled in a two-year program and 16 enrolled in four- year programs.

During PY 2011, WSA 7 was the first in the state to co-locate WorkOne Express offices with local high schools. This initiative was aimed at introducing students, especially high school seniors, to employment opportunities and the many services of the WorkOne system. With the current push to establish additional WorkOne Express offices, this initiative is being considered for launch once again.

Additionally, WSA 7 participated in the WIA summer youth career camps. This year three camps were offered: a manufacturing camp, a health careers camp, and an electrical worker camp. Region 7, in partnership with trade organizations, such as IBEW Local 725 (host of the electrical worker camp this year) and Plumber and Steamfitter Local 157, conducted the camps. These camps have resulted in a number of youth applying for, and often being accepted into, apprenticeship programs.

❖ **Adult Initiatives**

Throughout PY 2011, hundreds of Hoosier workers in Region 7 took advantage of the numerous core, intensive, and training services available through WorkOne. In turn, hundreds of these same workers gained employment through WIA WorkOne services. WorkOne services range from short workshops to assistance with completion of a two year degree. This year new adult education classes were offered; ABE and WIA customers alike participated in this training.

WSA 10 – Region 10 Workforce Board

In Southern Indiana, the Region 10 Workforce Board serves the counties of Clark, Crawford, Floyd, Harrison, Scott, and Washington. Their primary focus is to maximize employment and training services to job-seeker customers to connect them to available job opportunities, and to assist area employers in meeting recruiting and workforce training needs.

Specialized Services and Outreach

❖ WorkOne Operations

WorkOne operations are centered on "*regional talent development*" services designed to prepare jobseekers with skills needed for employment, and to better meet the skills needed by area employers. The service structure in Region 10 is designed to provide more intensive-level service options to help job seekers enhance skills needed to be recognized in today's job market.

WorkOne staff representatives conduct outreach at a variety of youth, adult education, and other community service organizations to ensure individuals are aware of the employment and training services offered. In addition, WorkOne hosts a monthly case management consortium meeting, representing 25 or more agencies that allow engagement and information sharing about a variety of employment, training, and community support services.

❖ Workshops

Technology skills continue to be a key weakness of many area jobseekers. WorkOne offers basic and intermediate computer classes two-days each week at the full-service WorkOne Center, and one day each month at each WorkOne Express location. Classes are instructor-led, and offer customers the opportunity to become proficient in all Microsoft Office offerings, with testing leading to a WorkOne Certificate. Over 650 WorkOne customers gained a Computer Basics or Microsoft Office computer training certificate during PY 2011. Other instructor-led workshops that are offered include: Keyboarding Basics, Resume Fundamentals, Interview Workshop, Job Search Workshop, Rosetta Stone Orientation and Conflict Resolution.

❖ Career Launch

The Career Launch Program is a pilot project in partnership with Metro United Way to provide targeted employability skills for young adults age 18-25. Participants are trained for competency in basic math, basic computer skills, written and oral communications, financial management, teamwork, personal health and wellness, and employability skills. Career Launch has a cohort approach, with opportunities for group and self-paced learning.

In less than one-year, 70.83% of participants have gained the National Career Readiness Certificate (NCRC): 34% have gained employment, and 37.5% are currently seeking employment. Region 10 WorkOne was the featured agency at United Way's annual community event, with two Career Launch graduates in a United Way community video.

❖ Rosetta Stone Language Training Computer

In response to the need of area employers, Region 10 invested in the purchase of Rosetta Stone Software to provide jobseekers the opportunity to gain both bi-lingual functional Spanish, and proficiency in the English language. The resulting employment outcomes have provided a positive return on investment.

❖ Employer Services

The Employer Services Team has conducted 347 business visits, across over 20 business and industry sectors. Outreach by WorkOne representatives has resulted in 1,577 job orders totaling 3,688 open positions for jobseeker opportunities. Region 10's new WorkOne facility was designed to maximize the opportunity to provide additional services to area business customers. The conference rooms, office space, and expanded technology options were utilized to host 24 on-site recruiting events and WorkKeys testing of over 140 applicants for area employers. In addition, WorkOne has an onsite partnership with Manpower Services that allows immediate access to expanded hiring opportunities for customers. This partnership is especially important in the new hiring focus of "temp-to-permanent-hire" status. The Employer Services team held six business seminars at the new facility through June, 2012, with attendance of over 125 business representatives.

❖ Industry Sector Initiatives

Wired65 consists of a bi-state partnership of four workforce investment boards (inclusive of Region 10), local economic development officials, and various post-secondary institutions with the focus on regional talent development. Current initiatives include:

- National Fund for Workforce Solutions projects focusing workforce training and retention needs of the manufacturing and long-term healthcare sectors.
- The Bluegrass Economic Advancement Movement (BEAM) Initiative (I-64 corridor: Region 10 WSA, Louisville, KY and Lexington KY), focusing on economic development and workforce issues to build and attract a word-class advanced manufacturing corridor.

❖ Mid-America Science Park (MASP) – Green Technology

Region 10 facilitated a grant with the MASP to offer a range of "green" trainings to industry credentials. Eleven green training programs have been provided, with 130 participants through June 2012.

Regions 5, 8, 9, and 11 - Joint Workforce Investment Board (JWIB)

In PY 2011, four Indiana Economic Growth Regions formed a partnership to create one balance of state Workforce Service Area. The JWIB is responsible for allocating funding, setting policy, and defining the performance metrics for the four Regional Workforce Boards. In addition, each region maintains a Regional Workforce Board to manage the daily programs and initiatives of their respective areas.

The work of these Regional Workforce Boards has led to many successes within the balance-of- state workforce service area.

Specialized Services and Outreach- Region 5

- **Employer Partnerships**

Makuta Technics, Inc. is a 100% US-owned company that specializes in precision micro molding. Makuta is part of the $100 million dollar Sansyu Group of companies, the oldest and largest micro molding and micro-mold making company in the world and is located in Shelbyville, Indiana. The Makuta facility, which was built in 2006, is a state of the art manufacturing facility specifically built to house the micro molding operations. The production floor contains dedicated medical cells complete with Class 10,000 mobile clean rooms, and the environment is kept meticulously clean.

The company president became involved with the Shelbyville JAG program after speaking to school administrators about student organizations that may have an interest in working within his facility. Initially, JAG and the National Honor Society students were hired to do quality control on vented vials, parts used in the medical industry. In return, $2,000 was donated to the JAG program. The work load increased and the Business Partners of America (BPA) group was invited to join in the effort. JAG students work during class time and during free periods at the school. After speaking with JAG students about the importance of the work being performed; as well as how the inspected parts are being used in medical devices, six students were hired to work after school. Since December 2012, a number of JAG students have been hired or continue to work at the facility, including during the summer break. One of the most important aspects of the experience that the students receive is being treated as an adult. They have to be on time, call if they aren't going to be there, and keep their grades up.

Executive staff members of Makuta Technics, Inc. are so enthusiastic about the JAG program; they have volunteered to be the business sector “voice” in order to spread the word to other businesses about its value for youth, as well as the development of our future workforce.

JECO Plastic Products, LLC

In October 2011, the Hendricks County Economic Development Corporation referred JECO Plastic Products in Plainfield to the Hendricks County WorkOne office for assistance with a training need. JECO is a worldwide designer and manufacturer of extremely durable pallets and containers for the printing and the automotive industries. In 2011, the acquisition of new production equipment at JECO resulted in a need for employee training. Through the OJT program, employees were given the opportunity to learn new skills and maintain their positions, as well as increase the chances for upward mobility within the company.

- **Customer Service "Boot Camp"**

Affiliated Computer Services (ACS), a division of Xerox, maintains a call center at the Flagship Enterprise Park in Anderson. The nature of the work at the call center requires competent customer service skills. The Anderson WorkOne office developed the intensive one day boot camp training in conjunction with ACS, and awarded certificates to those who completed the training and passed the exit examination. ACS normally requires six months of related customer service experience to consider a candidate for open positions, but agreed to waive that qualification for those who successfully completed the training.

Ninety people completed the training and passed the exam, and to date more than half of those individuals have been hired by ACS. Other area businesses requiring those same skills have begun to recognize the value of the certificate and hire graduates of the course. The training is provided by the WorkOne staff, so the only cost is that of the personnel involved. This program has assisted ACS in meeting their hiring needs, and has given job seekers the opportunity to quickly gain marketable skills in a high demand occupation.

Specialized Services and Outreach- Region 8

- **Indiana University Health Simulation Center**

The IU Health Simulation Center located in the South Central Region 8, Inc., Workforce Board service area continues to have a sustainable impact on healthcare training within the area. It uses mannequins (robots) to simulate health care clinical experiences for nursing students, health care workers, emergency medical technicians, and other healthcare trainees. During PY 2011, the Simulation Center expanded its capacity. In 2011, total attendance reached an all-time high of 3,123 total participants. The Simulation Center continues to work toward its goal of becoming a regional center for simulation by servicing Bedford, Paoli and Martinsville Hospitals.

Specialized Services and Outreach- Region 9

❖ Employer First Workforce Network

Throughout PY 2011, Indiana's Region 9 Workforce Board continued its involvement with the Employers First Workforce Network, a tri-state collaboration of four workforce development systems in Indiana (Indiana's Region 9 workforce Board), Ohio (Workforce One Investment Board of Southwest Ohio and the Southwest Regional Ohio Workforce Investment Board) and Kentucky (Northern Kentucky Workforce Investment Board). Funded originally through a Regional Innovation Grant (RIG) from the U.S. Department of Labor, Employers First continues to sustain and grow its efforts to meet regional employers' needs.

As part of the Employers First Regional Workforce Network, Region 9 was involved in *Manufacturing: From Today to Tomorrow*, an event specifically for manufacturers throughout the tri-state region in February 2012. The event showcased workforce development, local training resources and nationally-recognized skills certification initiatives. In addition, employers participated in a polling session, incorporating the use of interactive technology. The technology provided instant feedback on their perceptions of the region, their understanding of the public workforce system, and priorities for preparing a skilled workforce.

The results of the interactive polling session provide valuable insight into what is important for employers. Manufacturing throughout the Tri-state is growing as more than 92% of the employers surveyed stated that they will be hiring over the next year, by either expanding or replacing positions. 96% of the employers surveyed also stated that a more coordinated, region-wide approach to meet workforce development needs is very or somewhat important. 96% of the employers polled rated the region as a good or excellent place to get a quality education, compared with 91% from the previous year.

Specialized Services and Outreach- Region 11

The Region 11 RWB is co-located with the four Economic Development Coalition members: Growth Alliance for Greater Evansville, Small Business Development Center, Chamber of Commerce of Southwest Indiana, and the Indiana Economic Development Corporation representative. In addition, the RWB continued its shared staff agreement with the Chamber of Commerce of Southwest Indiana to spearhead the Tri – State Manufacturer's Alliance.

❖ Skills Training for Employers Program (STEP)

Region 11 worked with employers to develop a four week training program to address the lack of qualified applicants for job openings. Training lasted 40 hours per week and was offered 1pm – 9pm to reflect a second shift schedule. Students received classroom as well as hands on training in soft skills and technical skills including hydraulics, pneumatics, CNC

operation, LEAN, and electrical circuits. Training also included working in teams and problem solving. For the pilot class, 18 participants started and graduated the four week program and participating employers interviewed graduates.

- **Quick Pass Cards**

During this time of across-the-board enrollments, Region 11 adopted the utilization of the "Quick Pass Card". Upon a customer's initial visit to a WorkOne office in Region 11, a staff member collected and entered mandated demographic information regarding the customer in the data management system. A Quick Pass Card was completed and stamped with the date. For subsequent core WorkOne self-service, a customer was required to show the Quick Pass Card and most current date stamp; this practice allowed the customer to quickly move on to the appropriate services without delay.

- **Business and Client Awards**

Region 11 recognized clients at the Regional Workforce Board's Annual meeting. Nominations were accepted for Business, Adult, Dislocated Worker, and Youth clients. Staff nominations were sent to Business Services and Operations Committees for selection. At the Annual meeting, the winners were presented with a plaque.

Marion County WSA - EmployIndy

EmployIndy saw many positive outcomes in the 2011 program year. EmployIndy remains focused on improving Workforce Development in the community to provide Marion County employer's access to even more job ready candidates. EmployIndy provides a high-level of customer service, with a customer satisfaction rating of almost 94%.

Specialized Services and Outreach

- **Community-Based Workforce Development Taskforce**

EmployIndy has expanded workforce development services in Marion County by connecting more than 50 community-based organizations and neighborhood-level programs and the WorkOne offices. In program year 2011, EmployIndy initiated the Community-Based Workforce Development Taskforce and hosted quarterly networking meetings to ensure better communication between workforce development-focused organizations. For the second year, EmployIndy strategically deployed Community Development Block Grant funds to six community organizations to bring coordinated employment services closer to those in need. During the 2011 grant period, participating organizations enrolled 1,155 clients into programs and placed 461 into employment.

- **Mobile Team**

Members of the mobile team made more than 120 stops each month to community-based organizations, Indianapolis Marion County Public Libraries, adult education sites, and career fairs. The mobile WorkOne contributed to 25% of all Indianapolis WorkOne clients served, and 50% of all mobile WorkOne clients accessed training.

- **YouthWorks Indy _ Summer Enrichment Program**

Now in its fourth year, YouthWorks Indy (YWI) continues to create opportunities to provide participants with a paycheck while offering on-the-job training and instructional classes. This year, the program served 67 youth enrolled in either a medical industry or information technology program. Of those enrolled, 84% completed the program which concluded in July 2012.

- **YouthWorks Indy Year-Round**

YouthWorks Indy Year-Round (YWI YR) is an extension of YouthWorks Indy summer enrichment program. Its primary objectives include attainment of GEDs, provision of work readiness training and work experience. In its second year of operation, YWI YR served about 120 youth and to-date has a GED attainment rate just under 50%.

- **Jobs for America's Graduates**

In 2011, EmployIndy provided 12 junior and senior JAG classrooms in Marion County at Ben Davis High School, Decatur Central High School, Decatur Enrichment Center, Indy Metropolitan High School, and IPS high schools: Arlington, Arsenal Tech, George Washington, Manual and Northwest.

During the 2011 program year, Marion County JAG participants and educators earned numerous national awards. The JAG program served 451 students of which 160 participated in internship/job shadowing experiences, 98 gained employment and 192 were mentored. The graduation rate for the JAG Class of 2011 (SR/MY Roster 2010) was 89.8%. This year, more than 163 JAG students participated in the third annual JAG Job & College Fair at the Hawthorne Community Center, JAG students at Decatur Central High School hosted the second annual Battle of the Bands to promote literacy, and a Decatur Enrichment School student was selected as one of 10 young adults to be a National Youth Ambassador. These are just a few examples of enriching opportunities for Indianapolis JAG students. In 2011, EmployIndy extended its JAG program to serve out-of- school youth by implementing the JAG curriculum within the YouthBuild program. YouthBuild incorporates JAG's 20 core out-of-school competencies into their everyday activities. EmployIndy's YouthBuild program was awarded JAG National's coveted "5 of 5" award meaning they achieved all five of the required standards for the 2011-2012 school year.

- **Youth Employment Services**

Youth Employment Services (YES) provides young people, ages 18-25, with significant social barriers access to flexible vouchers to provide temporary support or pay for education and training. EmployIndy was awarded a $1.155 million one-year grant from the Lilly Endowment in 2011 to continue YES. Since 2003, the Endowment has awarded EmployIndy grants of approximately $11 million to serve more than 3,700 unemployed youth.

In 2011, YES enrolled 421 individuals. With YES assistance, 141 earned their GED, 91 completed short-term training and earned an industry-recognized certification, and 274 secured a job or entered post-secondary education. As a part of the program, YES invested more than $287,170 in barrier- busting vouchers (cash assistance) through the issuance of more than 1,996 vouchers to hundreds of new and ongoing program participants. Vouchers can help young people temporarily cover living expenses, like the cost of transportation or childcare, which keep them from finding or retaining employment.

- **Healthcare Careers Initiative**

The Healthcare Careers Initiative (HCCI), funded by a $4.8 million USDOL grant, focuses on building and improving careers in the healthcare industry. Training programs are carefully planned through feedback from partner training providers, employers and workforce development specialists. The grant focuses on issues such as capacity, workforce supply and demand, career awareness and counseling. In addition, EmployIndy strives to make the most out of training dollars by working with customers to determine the best career and training path based on their knowledge, interests and skills. In the 2011 program year, 1,125 participants were served under HCCI. More than 975 participants entered healthcare related training. Training was completed and credentials were earned by 528 participants, and 376 were placed into employment upon completion of their training.

- **PriorITize**

In 2010, EmployIndy was awarded $2.9 million through a Department of Labor grant to fund PriorITize, an IT training program. This pipeline initiative focuses on strengthening

the labor pool by providing training to unemployed, underemployed, dislocated and incumbent workers in the IT and electronic systems industries in Marion County and the surrounding counties. In the second year of the program, nearly 200 individuals participated in accelerated, alternative and pilot educational programs in computer information technology, health information technology and electronic systems technology. Since the program began, 156 completed training and 39 were placed into employment.

WAIVERS FOR PY 2011

Waiver of the Prohibition at 29 CFR 664.510 on the use of ITAs for older and out-of-school youth

The waiver permitted 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 would be tracked and reflected in the individual service strategies for these youth. Indiana believed that older and out-of-school youth would benefit with the training provided by the approved training providers. The waiver was approved through June 30, 2012.

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.

In 2010, the SWIC approved and had DWD publish an updated policy on the initial and subsequent application processes for the determination of eligible training providers and programs as appropriate for inclusion on the statewide eligible training provider list named INTraining. ITAs could only be funded by training institutions and programs approved and listed on INTraining. Older and out-of-school youth would benefit through improved consumer choice information provided on INTraining. Because there was greater flexibility in service delivery, customer satisfaction was enhanced. In addition, performance has enhanced as the mix of services provided better met individual needs. Better opportunities existed for industries to interview and hire young adults training in the skills for that particular industry.

Waiver of the provisions at 20 CFR 663.530 that prescribes a time limit on the period of initial eligibility for training providers

The waiver permitted the State to postpone the determination of subsequent eligibility of training providers on the state's eligible training provider list. The waiver also allowed the State to provide an opportunity for training providers to re-enroll and be considered enrolled as initially eligible providers. The waiver was approved through June 30, 2012.

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.

In 2010, the SWIC approved and had DWD publish an updated policy on the initial and subsequent application processes for the determination of eligible training providers and programs as appropriate for inclusion on the statewide eligible training provider list named INTraining. The SWIC voted that eligible training providers and program must be approved on an annual basis and must provide performance data on all students. This would allow participants to make informed decision on which educational institution to attend based on current data.

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, with the approval of the Governor. Up to 50 percent of a local area's allocation may have been transferred. The waiver did not apply to funds made available through the ARRA of 2009. However, up to 30 percent of ARRA funds may have been transferred between programs under the WIA and under the USDOL Appropriations Act of 2009. This waiver was approved through June 30, 2012.

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 waiver provided the State and its local and regional areas with the flexibility to serve the populations which had the greatest need for WIA services. Also, WIBs and RWBs had increased flexibility to respond to ever-changing regional economic conditions, had greater control over local program design, and provided better program management. It also enabled the State to effectively operate its integrated services model, where participants were co-enrolled in and provided services based upon needs, rather than from programmatic silos. The waiver also allowed the local and regional areas within the State to maximize the use of WIA adult and dislocated worker funds for direct client services and training, rather than for unnecessary and duplicative administrative and overhead costs. Thus, through the ability to transfer funds and operating its integration model, the state anticipated large numbers of Hoosiers receiving WIA services.

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 permitted the State to utilize up to 20% of its Rapid Response funding to provide incumbent worker training in order to avert layoffs. The Grants Committee of the SWIC oversaw the allocation of Rapid Response funding for layoff aversion incumbent worker training. The waiver did not apply to funds made available through the ARRA of 2009. The waiver was approved through June 30, 2012.

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.

In granting the waiver, USDOL was very specific when indicating that publicly-funded training to incumbent workers should not be provided when there is no foreseeable threat of layoffs in the future or when the incumbent worker training was provided in order to generally "increase the competitiveness" of the employer. As such, the State required that an authorized company official attest in writing to the risk for layoff before Rapid Response funds would be awarded for layoff aversion incumbent worker training. This attestation must state the reasons the business is at risk for layoffs and a brief justification for how training would help avert the potential for layoff. All training delivered under this waiver is restricted to skill attainment activities. DWD reported performance outcomes for any incumbent workers served under this waiver in the WIA Standardized Record Data system (WIASRD).

Waiver to Permit Indiana to Replace the Performance Measures at WIA Section 136(b) with the Common Measures

The waiver permitted Indiana to replace the 17 performance measures under WIA Section 136(b) with the 9 common performance measures.

- DWD shall use the three adult common performance measures to negotiate goals and report outcomes for the WIA Adult program;
- DWD would use the three dislocated worker common performance measures to negotiate goals and report outcomes for the WIA dislocated worker program;
- DWD would use the three youth common performance measures to negotiate goals and report outcomes for the WIA Youth program; and
- DWD would no longer negotiate and report the performance measures described at WIA Section 136(b).

The waiver was approved through June 30, 2012.

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.

Indiana's regional integration process and approval of this waiver worked together. Common measures cut across funding silos in the same manner as Indiana's regional integration process supported co-enrollment in all programs for which the individual was eligible and reported a service.

The purpose of this waiver was to remove the inconsistencies inherent in current WIA performance reporting requirements. This also allowed Indiana to align accountability within the workforce investment system, by holding programs administered by DWD to a consistent set of performance criteria. This waiver also supported Indiana's Strategic State Plan to align strategy, services to customers, and accountability across the workforce investment programs administered by DWD.

OVERSIGHT DATA ELEMENT VALIDATION

Data validation is a federal initiative designed to improve the overall quality of data submitted and reported on all USDOL employment and training programs. The initiative was launched in 2001 and continued through PY 2011. Wagner-Peyser data element validation was conducted by DWD Oversight Resolution and was completed in August 2011. WIA data element validation was completed by Oversight Resolution and was completed in August 2011 consistent with USDOL requirements. TAA data validation was not completed for FY 2011 consistent with the USDOL waiver.

COST OF WIA PROGRAM ACTIVITIES

When reviewing the cost effectiveness of WIA programs, consideration should be given to the participant data that is collected. Many Hoosiers received WIA-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 USDOL. 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 USDOL).

	Adult & Dislocated Worker Exiters (10/1/10 - 9/30/11)	**Adult & Dislocated Worker Exiters (10/1/10 - 9/30/11) with Positive Outcomes**	**PY 2011 Expenditures**	**PY 2011 Cost per Positive Outcome**
Adult Program	75,399	40,956	$12,087,774	$295
DW Program	21,137	12,478	$21,101,829	$1,691
	Youth Exiters (1/1/11 - 12/31/11)	**Youth Exiters with Positive Outcomes (1/1/11 - 12/31/11)**		
Youth Program	3,870	2,637	$14,068,833	$5,335

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 $295. For dislocated workers, the cost-per-entered-employment was $1,691.

Positive program outcomes for youth were considered placement in employment or education, and attainment of a degree or certification. The cost-per positive-youth-

outcome was calculated by taking the youth expenditures and dividing them by the number of youth exiting the program with a positive outcome. That cost was $5,335.

WIA PERFORMANCE GOALS

PY 2011
WIA Performance Goals for Indiana WIBs and RWBs

	PY11 Goals
WIA Adults	
Entered Employment Rate	65.5%
Employment Retention Rate	83%
Average Earnings*	$13,900
WIA Dislocated Workers	
Entered Employment Rate	72%
Employment Retention Rate	90%
Average Earnings*	$16,500
Wagner-Peyser	
Entered Employment Rate	65.5%
Employment Retention Rate	83%
Average Earnings*	$13,900
WIA Youth	
Placement in employment or Education	72%
Attainment of Degree or Certification	63%
Literacy & Numeracy Gains	28.7%

**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.

PERFORMANCE RESULTS

Indiana's statewide performance for PY 2011 reported in the appendix of this report includes all required cohorts for each measure.

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 and the Department of Workforce Development performs detailed analysis of performance levels at the State, local, and regional level.

DWD worked closely with the local WIBs and Regional Workforce Boards (RWBs) 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 and RWBs 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

NOTE:

The following tables with **grayed areas** indicate data not required by the U.S. Department of Labor for Program Year 2011 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 not been included in this report.

Table B: Adult Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	65.5%	54.3%	40,956
			75,399
Employment Retention Rate	83.0%	80.3%	56,846
			70,780
Average Earnings	$13,900	$12,108	$687,459,148
			56,776
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	49.1%	5,954	54%	4,428	34.4%	1,124	40.3%	4,357
		12,121		8,203		3,271		10,810
Employment Retention Rate	73.7%	6,665	79.5%	5,332	72.6%	1,262	79.7%	5,409
		9,038		6,709		1,739		6,785
Average Earnings	$8,820	$58,735,137	$14,269	$75,898,234	$11,244	$14,178,692	$12,688	$68,540,505
		6,659		5,319		1,261		5,402
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	70.5%	4,840	52.7%	36,116
		6,866		68,533
Employment Retention Rate	87.0%	5,325	79.7%	51,521
		6,118		64,662
Average Earnings	$13,737	$72,820,258	$11,941	$614,638,890
		5,301		51,475

Table E: Dislocated Worker Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	72.0%	59.0%	12,478
			21,137
Employment Retention Rate	90.0%	84.5%	12,288
			14,548
Average Earnings	$16,500	$14,584.3	$178,774,416
			12,258
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	56.3%	1,319	40.6%	268	42.6%	1,622	52.5%	62
		2,341		660		3,806		118
Employment Retention Rate	80.8%	1,156	73.5%	225	81.1%	1,501	79.2%	57
		1,430		306		1,850		72
Average Earnings	$16,131.6	$18,551,304	$13,662.5	$3,074,056	$14,528.3	$21,763,423	$9,604.3	$547,446
		1,150		225		1,498		57
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	76.6%	3,163	54.8%	9,315
		4,129		17,008
Employment Retention Rate	89.7%	2,755	83.1%	9,533
		3,073		11,475
Average Earnings	$14,941.5	$41,029,352	$14,481.2	$137,745,064
		2,746		9,512

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement In Employment or Education	72.0%	57.4%	1,923
			3,353
Attainment of Degree or Certificate	63.0%	52.4%	1,667
			3,184
Literacy and Numeracy Gains	28.7%	32.5%	253
			779

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	82.0%	60,156	$1,670	$122,335,359	0.0%	9	$4,725	$192,682,120	9.5%	444
		73,329		73,243		40,956		40,781		4,671
Dislocated Workers	85.9%	12,605	100.7%	$195,640,030	0.1%	7	$5,903	$73,114,561	10.5%	323
		14,666		$194,241,163		12,478		12,387		3,083
Older Youth										

Table M: Participation Levels

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	223,758	205,589
Total Adults (self-service only)	172,117	149,553
WIA Adults	222,976	204,846
WIA Dislocated Workers	16,904	16,018
Total Youth (14-21)		
Younger Youth (14-18)		
Older Youth (19-21)		
Out-of-School Youth	2,105	1,691
In-School Youth	3,449	1,785

Table N: Cost of Program Activities

Program Activity		Total Federal Spending
Local Adults		$12,087,774
Local Dislocated Workers		$21, 101,829
Local Youth		$14,068,833
Rapid Response (up to 25%) WIA Section 134 (a)(2)(B)		$3,173,285
Statewide Required Activities (Up to 15%) WIA Section 134(a)(2)(B)		$4,040,236
Statewide Allowable Activities WIA Section 134(a)(3)	Program Activity Description	
Total of All Federal Spending Listed Above		$54,471,957

Table O: Local Performance: Workforce Service Area 1

Local Area Name Northwest Indiana WIB	Total Participants Served	Adults	38,356
		Dislocated Workers	730
		Total Youth	770
		Younger Youth	
ETA Assigned Number 18145	Total Exiters	Adults	25,193
		Dislocated Workers	432
		Total Youth	441
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	65.5%	48.2%
	Dislocated Workers	72.0%	60.4%
	Older Youth		
Retention Rates	Adults	83.0%	77.6%
	Dislocated Workers	90.0%	85.3%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	$13,900	$12,373
	Dislocated Workers	$16,500	$15,313
Six Months Earnings Increase	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14-21)	72 %	56.3%
Attainment of Degree or Certificate	Youth (14-21)	63%	45.8%
Literacy and Numeracy Gains	Youth (14-21)	28.7%	50.9%

Table O: Local Performance: Workforce Service Area 2

Local Area Name Northern Indiana WIB	Total Participants Served	Adults	10,207
		Dislocated Workers	988
		Total Youth	528
		Younger Youth	
ETA Assigned Number 18150	Total Exiters	Adults	10,844
		Dislocated Workers	916
		Total Youth	392
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	65.5%	54.0%
	Dislocated Workers	72.0%	72.7%
	Older Youth		
Retention Rates	Adults	83.0%	80.8%
	Dislocated Workers	90.0%	85.6%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	$13,900	$11,412
	Dislocated Workers	$16,500	$13,641
Six Months Earnings Increase	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14-21)	72 %	48.6%
Attainment of Degree or Certificate	Youth (14-21)	63%	38.8%
Literacy and Numeracy Gains	Youth (14-21)	28.7%	16.3%

Table O: Local Performance: Workforce Service Area 3

Local Area Name Northeast Indiana WIB	Total Participants Served	Adults	6,070
		Dislocated Workers	2,633
		Total Youth	658
		Younger Youth	
ETA Assigned Number 18155	Total Exiters	Adults	8,010
		Dislocated Workers	2,988
		Total Youth	428
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	65.5%	56.7%
	Dislocated Workers	72.0%	63.2%
	Older Youth		
Retention Rates	Adults	83.0%	82.7%
	Dislocated Workers	90.0%	84.5%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	$13,900	$12,133
	Dislocated Workers	$16,500	$13,656
Six Months Earnings Increase	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14-21)	72.0%	48.9%
Attainment of Degree or Certificate	Youth (14-21)	63.0%	41.7%
Literacy and Numeracy Gains	Youth (14-21)	28.7%	20.7%

Table O: Local Performance: Workforce Service Area 4

Local Area Name West Central WIB	Total Participants Served	Adults	30,638
		Dislocated Workers	1,160
		Total Youth	628
		Younger Youth	
ETA Assigned Number 18160	Total Exiters	Adults	30,105
		Dislocated Workers	898
		Total Youth	297
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	65.5%	64.9%
	Dislocated Workers	72.0%	69.7%
	Older Youth		
Retention Rates	Adults	83.0%	82.1%
	Dislocated Workers	90.0%	89.8%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	$13,900	$13,744
	Dislocated Workers	$16,500	$20,408
Six Months Earnings Increase	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14-21)	72.0%	81.7%
Attainment of Degree or Certificate	Youth (14-21)	63.0%	85.2%
Literacy and Numeracy Gains	Youth (14-21)	28.7%	56.4%

Table O: Local Performance: Workforce Service Area 6

Local Area Name Eastern Indiana WIB	Total Participants Served	Adults	17,084
		Dislocated Workers	1,719
		Total Youth	448
		Younger Youth	
ETA Assigned Number 18165	Total Exiters	Adults	12,063
		Dislocated Workers	1,558
		Total Youth	252
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	65.5%	54.9%
	Dislocated Workers	72.0%	56.5%
	Older Youth		
Retention Rates	Adults	83.0%	80.4%
	Dislocated Workers	90.0%	83.8%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	$13,900	$11,692
	Dislocated Workers	$16,500	$13,275
Six Months Earnings Increase	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14-21)	72.0%	60.1%
Attainment of Degree or Certificate	Youth (14-21)	63.0%	68.9%
Literacy and Numeracy Gains	Youth (14-21)	28.7%	23.1%

Table O: Local Performance: Workforce Service Area 7

Local Area Name Western Indiana WIB	Total Participants Served	Adults	10,487
		Dislocated Workers	301
		Total Youth	231
		Younger Youth	
ETA Assigned Number 18170	Total Exiters	Adults	10,554
		Dislocated Workers	459
		Total Youth	226
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	65.5%	54.8%
	Dislocated Workers	72.0%	53.4%
	Older Youth		
Retention Rates	Adults	83.0%	81.2%
	Dislocated Workers	90.0%	86.2%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	$13,900	$10,983
	Dislocated Workers	$16,500	$14,474
Six Months Earnings Increase	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14-21)	72.0%	55.2%
Attainment of Degree or Certificate	Youth (14-21)	63.0%	39.4%
Literacy and Numeracy Gains	Youth (14-21)	28.7%	19.0%

Table O: Local Performance: Workforce Service Area 10

Local Area Name Workforce Region 10 WIB	Total Participants Served	Adults	8,347
		Dislocated Workers	1,804
		Total Youth	72
		Younger Youth	
ETA Assigned Number 18175	Total Exiters	Adults	10,259
		Dislocated Workers	1,495
		Total Youth	68
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	65.5%	57.8%
	Dislocated Workers	72.0%	60.9%
	Older Youth		
Retention Rates	Adults	83.0%	80.6%
	Dislocated Workers	90.0%	82.0%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	$13,900	$12,033
	Dislocated Workers	$16,500	$12,406
Six Months Earnings Increase	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14-21)	72.0%	51.0%
Attainment of Degree or Certificate	Youth (14-21)	63.0%	61.5%
Literacy and Numeracy Gains	Youth (14-21)	28.7%	26.8%

Table O: Local Performance: Regions 5, 8, 9, and 11 (Balance of State)

Local Area Name Balance of State WIB	Total Participants Served	Adults	90,469
		Dislocated Workers	5,623
		Total Youth	1,226
		Younger Youth	
ETA Assigned Number 18135	Total Exiters	Adults	87,504
		Dislocated Workers	5,453
		Total Youth	672
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	65.5%	53.5%
	Dislocated Workers	72.0%	51.7%
	Older Youth		
Retention Rates	Adults	83.0%	79.9%
	Dislocated Workers	90.0%	83.1%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	$13,900	$11,884
	Dislocated Workers	$16,500	$14,724
Six Months Earnings Increase	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14-21)	72.0%	67.1%
Attainment of Degree or Certificate	Youth (14-21)	63.0%	65.7%
Literacy and Numeracy Gains	Youth (14-21)	28.7%	20.9%

Table O: Local Performance: Marion County Workforce Service Area

Local Area Name Marion County WIB	Total Participants Served	Adults	11,312
		Dislocated Workers	1,875
		Total Youth	912
		Younger Youth	
ETA Assigned Number 18140	Total Exiters	Adults	10,301
		Dislocated Workers	1,695
		Total Youth	606
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	65.5%	58.5%
	Dislocated Workers	72.0%	61.8%
	Older Youth		
Retention Rates	Adults	83.0%	82.2%
	Dislocated Workers	90.0%	84.6%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	$13,900	$13,247
	Dislocated Workers	$16,500	$14,969
Six Months Earnings Increase	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14-21)	72.0%	59.7%
Attainment of Degree or Certificate	Youth (14-21)	63.0%	55.8%
Literacy and Numeracy Gains	Youth (14-21)	28.7%	43.5%