

**STRATEGIC TWO YEAR PLAN
FOR TITLE I OF THE WORKFORCE INVESTMENT
ACT OF 1998 AND THE WAGNER-PEYSER ACT**

**For the Period:
July 1, 2005 through June 30, 2007**



INDIANA
WORKFORCE
DEVELOPMENT

Mitchell E. Daniels, Jr., *Governor*
Ronald L. Stiver, *Commissioner*

10 North Senate Avenue
Indianapolis, IN 46204-2277
www.workforce.IN.gov

Phone: 317.232.7670
Fax: 317.233.4793

An Economic Development Partner



STATE OF INDIANA
OFFICE OF THE GOVERNOR
State House, Second Floor
Indianapolis, Indiana 46204

Mitchell E. Daniels, Jr.
Governor

May 27, 2005

Byron Zuidema
Region V Chicago
Klucynski Federal Bldg.
230 S. Dearborn, Room 638
Chicago, IL 60604

Dear Administrator Zuidema:

Indiana is working rapidly to upgrade the skills of Hoosier workers in order to provide a competitive edge to Indiana businesses, attract new industry and accelerate economic growth. In order to be more effective in achieving these goals, we desire to transform the public workforce system to increase training and employment opportunities for regional economies.

Under my guidance the Indiana Department of Workforce Development has developed what I believe is the best strategic direction for implementation of the Workforce Investment Act (WIA) and the Wagner-Peyser Act in Indiana. The two year strategic plan provides decisive and measured action to return Hoosier workers to work, expedite skill growth, and advance economic development. Indiana strongly believes the actions outlined in the plan are vital to streamline its workforce system.

Growing Hoosier jobs and personal income are two of the organizing principles for my administration. Indiana severely lags behind the rest of the nation in job and income growth. It is my position that growth in these two areas will contribute most significantly to Indiana's overall health and recovery. To make this happen, Indiana must implement the changes outlined in this two year strategic plan.

As the Governor, I certify that for the State of Indiana, the agencies and officials designated have been duly designated to represent the State in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner Peyser Act in accordance with this Plan and the assurances herein.

Sincerely,

Mitchell E. Daniels, Jr.
Governor

Table of Contents

Governor’s Letter.....2

State Plan Development Process.....5

I State Vision.....5

II State Workforce Investment Priorities.....14

III State Governance Structure.....15

IV Economic and Labor Market Analysis.....19

V Overarching State Strategies25

VI Major State Policies and Requirements29

X State Administration115

XI Assurances121

Attachment A - ETA Regional Administrator: January 2005.....124

Attachment B - Program Administration Designees and Plan Signatures125

Attachment C - Optional Table for State Performance Indicators and Goals.....127

Attachment D – Tables and Charts131

Attachment E – Indiana State Agencies in Relation to the Governor148

Attachment F – Indiana Regional Map149

Attachment G – State Grievance Procedure150

Attachment H – Requested Waivers153

Waiver Request 1 - Single-State WSA Designation153

Waiver Request 2 - Mandatory Youth Councils.....156

Waiver Request 3 - Allow Youth to Use Individual Training Accounts158

Waiver Request 4 - Allow Youth Receiving Free School Lunch to Meet Income Eligibility160

Waiver Request 5 - Time Limit for Initial Eligibility for Eligible Training Provider List162

Waiver Request 6 - Transfer between Adult and Dislocated Worker Programs.....165

State Plan Development Process

The Indiana Department of Workforce Development (DWD) has prepared a new Strategic Two-Year State Workforce Investment Plan (plan) for the Title I Workforce Investment Act of 1998 (WIA) and the Wagner-Peyser Act. The Governor and DWD consider the development of the State Plan to be a continual and fluid process. The vision, goals, objectives, and processes defined in the plan represent the result of on-going strategic planning efforts that incorporate the Governor's vision and goals for Indiana's Comeback.

Upon taking office on January 10, 2005, Governor Mitchell E. Daniels, Jr. outlined his vision and objectives for the State of Indiana and DWD. Governor Daniels vision and objectives guided the creation of the plan. The plan also incorporates recommendations from Workforce Investment Boards, Indiana Economic Development Corporation, Indiana Business Research Council, One-Stop system partners, elected officials, partner agencies, and clients. Input from the State Human Resource Investment Council (SHRIC) has not been provided for the State Plan as the SHRIC has not been an active entity over the past several years. However, recommendations have been sought from entities which represent the membership of the SHRIC. This includes but is not limited to business, Indiana State Government, Labor, City and County Elected Officials, workforce development providers, youth representatives, and Partner entities. Input is gained through on-going communication with these entities and through direct input to the planning process.

The plan comprises responses to detailed operational questions regarding state structure, funding, target populations, and service delivery efforts required by the U.S. Department of Labor.

Upon final drafting of the plan, it was submitted to the Governor for approval. Governor Daniels certified the plan on May 27, 2005. A public notice was issued to announce the availability of the plan for review and comment. DWD submitted the plan to DOL for final approval.

Comments on the State Plan may be provided to DWD through June 30, 2005. Many comments received to date have been simple questions asking for clarification or detail which would be more properly addressed by a direct response rather than in the plan. Several of the questions are addressed in state policies which are currently available (or will become available) on the DWD web site, but which were not released specifically with the draft plan. A personal response will be provided to commentators who posed such questions.

I State Vision

State's Economic Development Goals for Attracting, Retaining, and Growing Business and Industry within the State of Indiana

The state's economic development goals are encompassed by the following two areas of focus:

- Jobs and Employment Growth
- Personal Income Growth

It is the state's position that these two factors will contribute most significantly to Indiana's overall health and recovery. The state has been hit hard with higher than average job losses,

primarily because of the state's reliance on manufacturing, which has forced an inordinate amount of job loss and associated wage decline for many Hoosiers. Focusing intra- and interagency efforts and objectives on the overarching goals will create a system honed on jumpstarting the state's economy.

These two goals feed directly into the state's approach when it comes to attracting, retaining, and growing business and industry throughout the state. Indiana's industry backbone to date has been manufacturing as myriad auto suppliers, equipment manufacturers, and industrial parts suppliers have counted on the strong work ethic and abilities of Hoosiers to provide excellent quality and service to their customers around the globe. However, this industry has been in a state of decline since the early 1990's as its share of jobs has decreased from a 1990 level of 25.1% to a 2002 level of 20.8%. Looking into the future, this decline is expected to continue, albeit not as precipitously, to a level of 18.8% in 2012.

From a growth perspective, the Education and Health Services sector expects to be one of the stronger super-sectors, as its 1990-2012 share growth will have exploded from 17.0% to 21.5%. Higher than average wages are also associated with this particular super-sector, primarily driven by the wage increases in the health services sector. The state will focus efforts on attracting and retaining jobs and workers within this super-sector as the job growth and associated wage growth will assist the state in achieving its overarching goals of increased jobs and employment, along with personal income.

The state's goals for attracting, retaining, and growing business and industry will focus on six key clusters over the coming years: Advanced Manufacturing; Information Technology; Life Sciences; Transportation, Distribution, and Logistics; Motor Sports; and Value-added Agriculture. Specific strategies are being implemented to increase the amount of potential incentives that can be awarded for companies entertaining Indiana as a place of residence. Fungibility in funding sources and uses should also be investigated and allocated where appropriate and compliant, in order to increase the attractiveness of Indiana as a place to do business.

When breaking down the state's goals to an additional level of detail, the state plans to view the economic development efforts through two lenses: demand-side and supply-side. With the passing of recent legislation, the former Department of Commerce has now been moved to quasi-private status in an attempt to make the organization more agile and flexible to the competitive demands that exist in today's economic development world. The Indiana Economic Development Corporation (IEDC) will aim to attract and retain the "demand-side" to Indiana's job and personal income equation. In conjunction with the IEDC's efforts, Indiana Department of Workforce Development (DWD) will work to bolster the attractiveness of the "supply-side" by instituting a number of new workforce reforms and strategies. The IEDC will work to consistently market benefits such as tax incentives, transition dollars, additional local incentive packages, land and property deals, and fungible financing arrangements in an effort to both attract, and perhaps more importantly, encourage organic growth among the state's resident businesses and industry.

DWD is implementing a number of strategies and reforms from organizational structural changes assisting in the brokering and delivery of agency products, to services redesigning the local structure and platform from which innovative workforce solutions can be delivered. Efforts will be aimed at identifying current and future skill gaps within high-wage and high-demand industries. In the forthcoming months and years, the state will address the needs of those workers who may not be adequately prepared to enter the workforce competitively without additional remediation or training. These represent just a slice of what both the IEDC and DWD will be doing over the coming years to ensure that the state fulfills its primary, overarching goals of growing jobs and employment, along with boosting personal income.

Governor's Vision for Maximizing and Leveraging Federal and State Resources through Indiana's Agencies to Ensure a Skilled Workforce for the State's Business and Industry

Governor Daniels has made growing Hoosier jobs and personal income the organizing principles of his administration. Critical to this is the development of a competitive workforce that meets the needs of 21st century employment. To ensure alignment between economic and workforce development and to maximize scarce state and federal resources, the Governor has made the following changes to cabinet agencies:

- Via Executive Order, the Governor has shifted responsibility of the Indiana Manpower and Comprehensive Training (IMPACT) employment and training program from the Family and Social Services Agency (FSSA) to the Indiana Department of Workforce Development (DWD). This change will help integrate parallel programs, enabling Indiana to better leverage resources and result in a more customer-friendly experience. A cross-functional team with representatives from FSSA and DWD are currently identifying and evaluating various integration models.
- Via Executive Order, the Commissioner of DWD and the President of the Indiana Economic Development Corporation (IEDC) report jointly to the Secretary of Commerce. This allows for closer collaboration, alignment, and shared accountability between the primary economic and workforce development agencies in Indiana state government.

In addition, legislation was passed in the 2005 General Assembly that directed IEDC and DWD to jointly oversee the state-funded incumbent worker training fund. The \$17M in annual funds is offered on a competitive and matching basis to employers who wish to invest in incumbent worker training in high demand and high wage industries. Joint oversight by IEDC and DWD will help ensure alignment of scarce training resources to the needs of regional economies.

The Governor has also directed that DWD coordinate with the following agencies to maximize and leverage resources and ensure the presence of a skilled workforce:

- Ivy Tech State Technical and Community College
- Indiana Commission for Higher Education
- Indiana Department of Education
- Indiana Department of Corrections
- Indiana Family and Social Services Agency
- Indiana Economic Development Corporation

In all cases, a partnership through a joint commission or specific initiative(s) fosters coordination amongst these state agencies and commissions.

Governor's Vision for Ensuring a Continuum of Education and Training Opportunities that Support a Skilled Workforce

In light of the continuously changing needs that business and industry have in today's economy, the Governor and Indiana General Assembly have directed or introduced several reforms, including:

- The merger of Ivy Tech State Technical College and the Community College of Indiana into the Ivy Tech State Technical and Community College. This merger, in effect, greatly expands the community college system in Indiana to Ivy Tech's 23 campuses, providing exponentially greater access to associate degree programs aligned to the workforce needs of the 21st century.
- The adoption of the Core 40 diploma as the standard high-school diploma with minimal opt-out limits. This new requirement effectively increases the expectations that a student graduating from an Indiana high school will be better prepared for further education and employment.
- Implementation of Career Tech Prep and Technical education programs to foster science and math learning directly applicable to employment, along with entrepreneurship experiences. One such program is Project Lead the Way, a partnership with Purdue University to begin developing engineering talent with students in high school.
- \$4-5M per annum strategic investment in worker assessments and job profiling. This investment helps match employees to employers and also serves to identify skill gaps and appropriate training. DWD will be working with the community college and Department of Education to adopt a consistent skills assessment across the human capital continuum.
- The Indiana Strategic Skills Initiative discussed later in the plan.

Further, DWD will be working with the Indiana Department of Education to leverage Indiana's federal incentive grant on a Workforce literacy initiative designed to attack illiteracy in the incumbent and dislocated workforces.

Governor's Vision for Bringing Together Key Players in Workforce Development

The Governor's vision for bringing together the key stakeholders in the workforce development equation revolves around the element of partnering in an efficient and effective manner that can produce results aimed at bettering the lives of Indiana residents. Partnering to develop systems and structures that revolve around the aspect of accountability and measurement are top priorities. The state will continue to sharpen its ability to produce better results with less resources, as this is not only a problem endemic to private industry due to global competitive pressures, but also in the public sector as an ever-aging workforce and population will bring on significant challenges in the form of shrinking revenue streams (tax base; income, sales, or property) and increasing expense streams (health care and retirement costs).

By increasing the scale of abilities within and across state government, the probability to achieve the state's goals should increase accordingly. Initiatives being undertaken at the current time are aiming to drive cooperation and competition at the local and regional level. In an effort to leverage regional and local strength, the state is trying to reduce the burden on its financial resources so value can be returned to residents of the state in the form of higher personal income. As a result, Hoosiers should be expected to drive additional capital back into the economy in the form of consumption, which in turn should create the need for businesses to expand and grow which lead to an increase in jobs. Albeit elementary, the analysis supports the view of reducing government's presence in the private sector and public's everyday life in an effort to create a more fluid market for competition and consumption.

As one examines the competitive landscape from a global business or political viewpoint, it is becoming increasingly evident and critical to approach strategies and goals from a regional perspective. The global landscape has adopted this format over the past 50-plus years with the implementation of the Association of Southeast Asian Nations, the Mercosur in South America, and the more recent development and implementation of the European Union. Strategies are becoming increasingly more relevant from a single country perspective as states and provinces partner to secure resources, institute policy, and execute programs aimed at improving the quality of life for those in their region, not just in their local area.

Encouraging regional partnerships will be a primary focus of the workforce development efforts for the administration. Through the Strategic Skills Initiative, DWD aims to instill a demand-driven approach to devising and implementing regional solutions. This effort will encourage local and regional partners to work across city and county lines and focus their efforts toward devising solutions that are needed by an entire region, not a single county or city.

Governor's Vision for Youth

Youth in Indiana will be provided the opportunity to develop and achieve career goals through education and workforce training. This includes youth most in need of assistance, such as out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farmworker youth, and other youth at risk. This will be accomplished by implementing the Department of Labor's (DOL) new strategic vision for the delivery of youth services under the Workforce Investment Act.

DWD's vision for youth emphasizes:

- Services that result in academic and employment success for the youth.
- Providing comprehensive, integrated, and effective services, including a variety of options for improving educational and skill competencies, and providing effective connections to employers.
- Ensuring ongoing mentoring opportunities for eligible youth with adults committed to providing such opportunities.
- Providing training opportunities.
- Providing supportive services to eligible youth.
- Providing incentives based on recognition and achievement.

- Providing opportunities in activities related to leadership, development, decision making, citizenship, and community service.

Indiana's youth program provides and will continue to provide comprehensive, integrated services to eligible youth as indicated above. Comprehensive services include basic skills remediation, helping youth stay in or return to school, employment, internships, help with attaining a high school diploma or GED, post-secondary vocational training, apprenticeships, and enrollment in community and four-year colleges.

Coordination with other funding streams will be critical. An increased emphasis on successful coordination will begin through the work of Indiana's Youth Team. The State Youth Team will set goals, design strategies, and oversee implementation of the strategies for all of Indiana's youth, not just those participating in Workforce Investment Act services.

The State Team will conduct strategic planning to determine its goal, conduct resource mapping, develop a plan of action, and implement the plan of action. Initial members of the State Team may include youth and WIA youth participants, parents, state and local representatives from Indiana Department of Workforce Development, Family and Social Services Administration, and Education, plus other entities representing juvenile justice and the Job Corps. Businesses may be represented, as well as faith-based and community-based organizations, and the disabled community. Other members may be added.

Strategic Skills Initiative

As economic centers around the world move to embrace regional cooperation as an economic growth strategy (i.e. the European Union or South America's Mercosur trade bloc), the benefits of executing this strategy at the state level are becoming increasingly clear. The 21st century economy presents changes and challenges to the way Americans work, which will demand a coherent vision and a concerted, cooperative effort to confront. Each state is comprised of a specific number of counties, townships, and cities. The strength of each state will be determined by its ability to harness and institute the concept of having a "sum of the parts that is greater than the whole." If Indiana is to become such an economic force, the time to implement a regional partnership approach to economic and workforce development is now.

It is upon this foundation that the Strategic Skills Initiative (SSI) was formulated and brought into being. Indiana Department of Workforce Development (DWD) recognizes that creating a workforce for Indiana's 21st century economy means more than simply putting people in jobs. ***It means encouraging the development of skills that will promote personal growth for Hoosiers and economic growth for their communities and their state.***

To achieve this goal, DWD is undertaking significant reform to harness the power of regional cooperation by ensuring the proper platform and delivery mechanisms are in place to make this vision a reality. It is through this platform that the Strategic Skills Initiative will be delivered. Regional consortia will determine the true success of this effort, much like they will spearhead the personal income growth, career advancement, and economic prosperity throughout the state. The time is now to arm and empower our regions, both financially and operationally, to

accomplish as a whole what we cannot do as the sum of our parts.

The Strategic Skills Initiative aims to achieve two primary goals:

- 1 Identify and alleviate present and future shortages of critical occupations and specific cross-cutting skill sets within the industries that drive Indiana’s economy, and,
- 2 Instill a lasting, demand-driven approach to workforce development at the regional and local levels.

Key to successfully completing the initiative is the notion of a logical “line of sight” that moves from identifying and then quantifying workforce shortages, to specifying the root causes behind the shortages and finally to defining solutions that are tied directly to the root cause. Essential to the success of the initiative is a constant focus by each regional consortium on the entire “line of sight.” The most important outcome of this initiative will be the creation of institutionalized knowledge of the process, findings, and implemented solutions for each Economic Growth Region (see below). If this knowledge departs the regional consortia at the end of SSI’s first cycle, the money and time spent on it will be wasted. SSI will not serve as a one-time effort but rather should serve as a sustained approach to workforce development in the 21st century.

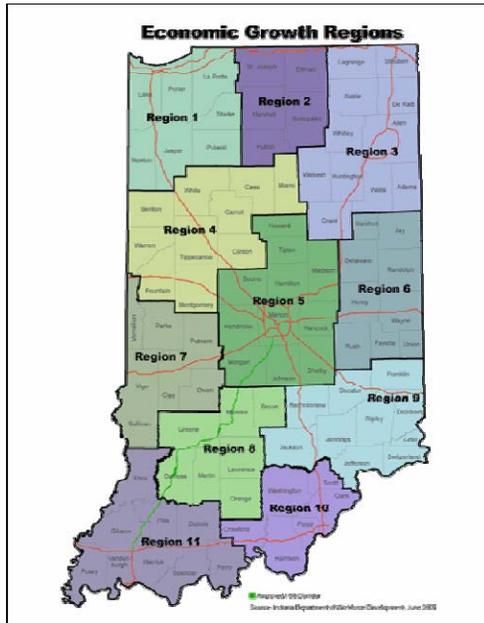
Strategic Skills Initiative – Key components

The SSI is built on the following foundations:

- 1 Indiana’s future economic development and that of its regions will depend critically on having a workforce that is adequate in quantity and quality to power the growth of key industries and industrial clusters.
- 2 Shortages of critical occupations and essential skill sets would impede the growth of those key industries and clusters.
- 3 Therefore, workforce development should aim to support economic development by identifying and attacking the “bottlenecks” posed by any existing and future shortages of critical occupations and skill sets.

This initiative is structured around the creation of eleven (11) *Economic Growth Regions* (EGR’s) in the state as illustrated in Exhibit A. Designated by both the SSI and State Plan teams, these geographic regions were created through quantitative analysis and qualitative evaluation. The teams wanted to identify a specific set of regions, throughout the state, that would provide the most efficient platform from which to launch the initiative and complement other statewide initiatives to build greater strength.

Exhibit A



The following key quantitative indicators were used in the analysis to identify the regions:

1) Commuting patterns (into/out of counties) Specifically: Percent of workers residing in area and percent of residents working in area (team set coherence level at 85%) 2) Cluster location/coherence within specific regions (size and type of businesses within each region) 3) Educational attainment by region 4) New job creation by region 5) Net migration (2000-2040) 6) Projected median age by county. Qualitative factors were then used to “layer” the analysis and add further refinements to the regions and the (county) makeup of those regions. The key qualitative factors used in this determination were:

- 1 Long range, strategic growth potential for key counties throughout state
- 2 Proximity and location of vocational and academic institutions
- 3 Current infrastructure (i.e. access to major roadways and arteries)
- 4 Proximity and location to existing WorkOne offices (fullservice/express)
- 5 Indiana House and Senate legislative districts
- 6 Input from regional thought leaders and stakeholders.

After running multiple scenarios as part of their analysis, the team determined that the regional definitions in Exhibit A demonstrated the strongest coherence from both a quantitative and qualitative standpoint.

Each region will assemble an SSI planning consortium comprised of WIB’s, economic development officials, regional employers, business and industry associations, educational institutions, Chamber members, organized labor, and others deemed appropriate. ***It is critical that the consortia embrace and encourage the involvement of industry representatives who will have a “front-line” perspective on current and long-term shortages that relate to their specific sector-industry.***

Each EGR's consortium will be led by a Core Agent, selected by Indiana Workforce Development based on specific criteria. These individuals will be empowered and held accountable by their peers (regional constituents, partners, and competing regions) for the success of this initiative in their respective regions. The Core Agents will work in the near term to assemble their key consortium members and participants, conduct an initial meeting to introduce SSI to their members, and complete the Research & I.D. Phase Grant Application. The Core Agents will work directly with the fiscal agent for the SSI, Crowe Chizek and Company LLC Financial.

The initiative will be conducted in two phases:

- 1 Research & Identification Phase (planning)
- 2 Solutions Implementation Phase (training)

Prior to initiating the Research & ID phase, each consortium must submit a completed SSI Application along with the consortium's Research & ID Phase Grant Application.

Upon approval by the SSI team, DWD will distribute \$3mm according to the complexity and need for each region during their Research & ID Phase. These monies can be utilized by the consortia to subsidize the cost of hiring local staff who may lead the execution of this initiative, or hire consultants to assist with the execution of the Research & ID Phase, and to defray the costs of additional primary research efforts that may provide the consortium with additional insight into their shortages, root causes, and possible solutions. Any unused monies will be applied directly to the Solutions Implementation Phase.

It is strongly encouraged, based on findings from best practices research, that each consortium give significant consideration to hiring additional local staff that can "institutionalize" the SSI process in an effort to sustain a demand-driven approach to identifying workforce development solutions over the long-run. Towards this end, an over-reliance on consultants is highly discouraged.

The Research & ID phase will generate deliverables to the DWD in the form of three report submissions:

- 1 Occupational and Skill Shortages Report
- 2 Root Causes Report
- 3 Regional Solutions Report

Each report will be submitted for review by the SSI Report Review committee. A hard copy will be sent to DWD and an electronic copy will also be uploaded onto the SSI website. The consortia will be given approximately 6 weeks to complete and submit each of the three reports.

At the conclusion of the Research & I.D. phase, consortia will begin implementing their solutions through a combination of local, regional funding along with leveraging DWD funding, awarded in proportion to the quality of their proposals as determined by the Report Review committee and the SSI team. DWD will fund 100% of approved solutions, on a regional basis, for the 1st year of the Solutions & Implementation phase by means of \$13mm earmarked for SSI. In year 2, each region will submit a solutions renewal request and be required to fund a minimum

of 50% of the training solution into and through year 2. DWD will fund the remaining 50% through an additional \$7mm. DWD funding for this initiative will total \$23mm. This amount far exceeds any other state skills initiative executed in recent history. It is important to note that, during the implementation phase, consortia will be required to leverage their own funds and resources in addition to the funds awarded by DWD. Throughout years 1 and 2 of the training phase, sustainability checks will be required in order for the consortia to maintain their eligibility to receive continued funding from DWD.

II State Workforce Investment Priorities

Governor Daniels has made growing Hoosier jobs and personal income the organizing principles of his administration. As such, he has asked that every state agency identify opportunities to contribute to this growth. Clearly, the Indiana Department of Workforce Development (DWD) and its publicly funded workforce system have an especially pivotal role in the Governor's agenda. Given Indiana's tight state budget, DWD will have little to no new money to spend on expansion grants, tax incentives or infrastructure improvements designed to jumpstart short-term employment. A primary lever for job and personal income growth will be strategic investments to improve the skills of Indiana's workforce, improve the innovative capacity for our regions and develop a competitive advantage in human capital to compete in the global economy over the long haul.

In line with the Governor's overall agenda, he has laid out the following three priorities for the publicly funded workforce system:

- 1. Grow Hoosier Jobs and Employment** – While Indiana's job and employment recession preceded that of the nation, Indiana has lagged the nation in recovery. As of January 2005, the United States had fully recovered from the recession, reaching all-time highs in jobs (source: Bureau of Labor Statistics [BLS]-Current Employment Statistics [CES]) and employment (source: BLS-Local Area Unemployment Statistics [LAUS]). Meanwhile, Indiana remains roughly 55,000 and 46,000 off of our peaks in terms of Hoosier jobs and employment respectively. Clearly, this calls for both rapid and bold measures in our workforce development system.
- 2. Grow Hoosier Personal Income** – As of the quarter ending June 2004, the average Hoosier worker earned just 89 percent in wages compared to the average US worker (source: BLS-Quarterly Census of Employment and Wages [QCEW]). Further, Indiana lags all other neighboring states in average wages with the sole exception of Kentucky. Clearly, this calls for both rapid and bold measures in our workforce development system.
- 3. Deliver Premier Customer Service** – After the Indiana Bureau of Motor Vehicles, Indiana's public workforce system interfaces directly with more Hoosiers than any other state agency. With this comes a special responsibility to not only meet the needs of our customers, both employers and employees (dislocated and incumbent), but to exceed those needs through premier customer service. Such service will lead more customers to appropriately leverage

the workforce system. We will be implementing numerous reforms to improve our customer service, from integrating resources (previously delivered through silos) around the customer, to offering alternative operational hours, and implementing a consistent professional dress code. Further, we will be developing customer satisfaction measures beyond those requested from the US Department of Labor in order to gain more immediate and insightful feedback.

To achieve meaningful near-term and long-term success on these three priorities, we must act with urgency in implementing a four-prong strategy. This strategy consists of:

“Regionalizing” – Structuring economic and workforce development efforts on a regional basis will be increasingly critical to delivering services and competing in the global economy. Strategies organized and implemented properly on a regional basis will lead to growth of jobs and personal income for Hoosier citizens. As such, we will be launching substantial initiatives designed to build capacity within appropriately defined economic and labor market regions. Further, we will be moving to the “regionalization” of many state resources.

Integrating – Too often, services in Indiana’s public workforce system are delivered through programmatic silos, with system employee allegiance more closely aligned with their program than the region, office or customer. This leads to inefficiencies, and sub par customer service. With this in mind, we will be working to integrate resources within regions through implementation of a common reporting structure, cross-training and other measures.

Aligning – At its best, workforce development is closely aligned with economic development through a demand driven system. There is substantial opportunity in Indiana to foster greater alignment with the economic and industry needs of our various regions. Further, we know that the majority of new job development comes from small business. Again, great opportunity exists to align the workforce development system to support small company growth. Thus, we will be rolling out various initiatives and reforms, incorporating greater competition and accountability, to create such alignment.

Innovating – Innovation is clearly critical to the success in the new global economy. If the public workforce system is to support industry growth and the preparation of workers in this new economy, then it must be innovative, too. Indiana Department of Workforce Development intends to introduce a variety of innovations ranging from technical systems to program design to service delivery. We will further aspire to pilot programs and systems for the nation that, while perhaps not entirely proven, offer significant upside opportunity.

III State Governance Structure

In Attachment E is the organizational chart that delineates the relationship to the Governor of the agencies involved in the public workforce investment system including education and economic development and the required and optional WorkOne (One-Stop) partner programs managed by each agency.

Indiana House Enrolled Act (HEA) 1003 established the Indiana Economic Development Corporation (IEDC). The Governor serves as the chairperson of the IEDC board, which consists

of 12 members. The Department of Workforce Development reports to the Secretary of Commerce, president of the IEDC board. This new alignment establishes the collaboration in order to foster business growth in target sectors utilizing the availability of a skilled workforce in those same sectors. Placing DWD under the Secretary of Commerce, along with the IEDC, will help ensure better coordination, professionalize the workforce development function, and create a single point of accountability for economic and workforce development.

DWD administers the following:

- Workforce Investment Act
- Wagner-Peyser (labor exchange)
- Local Veterans Employment Representative/Disabled Veterans Outreach
- Trade Adjustment Assistance and NAFTA Trade Adjustment Assistance
- Unemployment Insurance
- Carl D. Perkins
(DWD staffs the Indiana Commission on Vocational and Technical Education)
- Indiana Job Training Program
- Special Employment and Training Services Fund

Family and Social Services Administration (FSSA) administers the following:

- Food Stamps
- Indiana Manpower and Comprehensive Training (IMPACT)
- Temporary Assistance for Need Families (TANF)
- Title V Older Workers
- Vocational Rehabilitation
- Other family and social services

Agency designees meet routinely on various boards and commissions to coordinate in the operation of programs administered in collaboration.

DWD and FSSA are investigating the relocation of the Indiana Manpower and Comprehensive Training (IMPACT) program. IMPACT was designed to provide services to help recipients of Food Stamps and Temporary Assistance for Needy Families (TANF) achieve economic self-sufficiency through education, training, job search and job placement activities. Formally and fully integrating the funding and administration of these services with the overlapping mission and services of DWD will create a more comprehensive, streamlined and cost-effective delivery to the customer. DWD and FSSA are currently determining the appropriate course of action, including researching the co-location of services and a memorandum of understanding between the two administering agencies.

Beginning in 2005, the Indiana Commission on Community Services and Volunteerism (ICCSV) was dissolved. On January 11, 2005, the Office of Faith-Based and Community Initiatives was established through Executive Order 05-16 in an effort to strengthen volunteerism and community service, and to increase partnering opportunities with faith-based organizations. The previous activities of FaithWorks Indiana and the Commission on Volunteerism and Community Service are being consolidated into this new initiative. Formerly, ICCSV coordinated with DWD to develop programs to benefit youth activities under WIA.

The guiding principles of the Workforce Development Act have always served and will continue to serve in Program Years 2005 and 2006 as the foundation for Indiana’s workforce development system. These principles include but are not limited to universal access, customer choice, integrated service delivery, etc. Customers can access our services through the 27 WorkOne Centers located across the State. The Centers include access to all partner services and an information resource center. Each information resource center meets the state’s requirements for equipment; software; community resources; labor market information; education institution information; career and job resource topical library and publications and videos; and other locally determined content. During Program Year 2005, service delivery will be administered through our 15 workforce investment boards – the same mechanism and delivery structure as first described in 1999.

Over the course of this two-year plan, we anticipate:

- Development of common data collection and reporting mechanisms for all the partners to the extent supported by changes in federal agency level coordination and policy requirements.
- Development of strong, independently staffed Workforce Investment Boards/Regional Workforce Investment Boards with broad oversight authority.
- A stronger demand-side system, continuing our strong ties with economic development?
- Development of regional plans that are based around labor markets, not administrative delivery areas, and that plan beyond the scope of federal categorical programs.
- Greater access to government services through the use of technology so that the public may search for jobs; submit wage and tax data; access labor market information; and apply for workforce development services without leaving their home or business.

State Workforce Investment Board

The Indiana Human Resource Investment Council serves as the State Workforce Investment Board. Indiana’s Council has responsibility for the State Board functions identified in WIA. In April 1999, the Council was given the statutory responsibility to serve as the State Workforce Investment Board by Indiana HEA 1652, the state’s enabling legislation for WIA. The Council advises the Governor on developing the statewide workforce investment system and the statewide labor market information systems, and assists the Governor in reporting to the US Secretary of Labor and monitoring the statewide system.

Indiana Legislation Outlining the Council Mandates: (Table 1)

No.	Category	Comments
1	Governor	Specifically stated in the legislation.
2	State Senate	2 members from each legislative chamber
2	State House	2 members from each legislative chamber
16	Business	Must be a majority. Chair must be business.
2	City & County Elected Officials	Minimum of 1 county and 1 city official.

2	Labor	Legislation is plural meaning at least 2.
2	Youth Representatives	Legislation is plural meaning at least 2.
2	Workforce Development Delivery Providers	Legislation is plural meaning at least 2.
2	Lead Agency Officials	That would be DWD. Legislation is plural meaning at least 2. There could be multiple lead agencies.
31	Total	

The Council has expanded to include:

- 4 City/County Officials
- 3 Lead Agencies (included FSSA, Education & DWD)
- 6 Labor Representatives
- 5 Youth/Service providers

The Council has attempted to represent the broadest possible involvement of all the stakeholders in Indiana’s workforce investment system. The specific membership categories of the Council include the following:

- Business and industry representatives, including individuals who represent business and industry on Workforce Investment Boards in Indiana (recommendations received informally from business contacts throughout Indiana)
- Representatives of labor, special populations, and community-based organizations (with a majority of these members recommended to the Governor by the state labor federation).
- Representatives of education and local government
- The directors of various state agencies

The office of the Governor has the responsibility for the identification and selection of appointed State Council members. Guided by the requirements of the statute establishing the Council, the Governor’s office carefully evaluates potential members of the Council on the basis of geographic diversity, policy-making authority, expertise and interest. Prospective members are contacted and briefed on the Council’s purpose and mission and are given the opportunity to voluntarily determine if they can make a contribution to the efforts of the Council.

The Indiana Department of Workforce Development is responsible with providing staff for the Council, as well as providing the budget and funds for study grants.

The Council has taken on a broad focus in its attempt to provide direction-setting leadership. However, the size of the Council has proved a liability to conducting meaningful sessions aimed at strategy development. In order to set a strategic course, there will be a need to strengthen the Council, establishing working groups that are smaller in size and more focused on specific goals. The Council should include members who are actively engaged in the development, deployment, and review of recommendations and policy. As it currently stands, the legislation and actions of the Council define it as a relatively passive entity, concerned more with complying with federal

laws than displaying proactive vision, leadership, and developing innovative strategies. Indiana will move the Council into a leadership role.

The Council is required to comply with the State's Public Meeting and Open Records Statutes. Information is available online through the Department of Workforce Development Web site.

Structure/Process for Collaboration between State Agencies

The Governor will establish committees consisting of department heads or designees to address customer needs. The Department of Workforce Development policies which are disseminated on the local and state level, serve to effectively share information among state agencies and local boards. In addition, federal guidance as well as technical assistance is disseminated via DWD's Web site.

The state will be looking for opportunities to establish interagency MOUs for the purpose of program integration and improved customer service. The IMPACT MOU between FSSA and DWD is the first example of interagency MOUs to improve service.

DWD is currently investigating any crosscutting organizations at the state level designed to guide and inform an integrated vision for serving youth. This includes working closely with US Department of Labor, Region V, on possibilities to implement cross-agency approaches.

IV Economic and Labor Market Analysis

The following section describes, in detail, the current and projected occupational and industry makeup for Indiana's economy. The majority of the section highlights industries and occupations that have been identified through the analysis of currently available information. There are a number of sections, G-J, that cannot be addressed at the current time due to inadequate data collection tools or methodologies aimed at identifying these components of the local economy. However, DWD will be undertaking a major initiative to specifically address the issues of "in or out migration", skill shortages and their size, the associated skill gaps and underlying root causes, and workforce issues most critical to the future success of the economy.

Industry Makeup of Economy

Three industry segments make up over 60% of total employment in Indiana. Those three are: 1) Manufacturing, 2) Trade, Transportation and Utilities, and 3) Educational and Health Services. Of those three, only Educational and Health Services has grown since 1990, and it is expected to continue to do so.

In 1990, Manufacturing was the single largest industry representing over 25% of Indiana employment. The next highest percentage of total employment was 21.4% in the Trade, Transportation, and Utilities industry. The Educational and Health Services industry came in third highest at 17%.

By 2002, Manufacturing had dropped by 3.7% from its 1990 level and Trade, Transportation, and Utilities had increased by 14.2%. As a result, these two major industry groups were within one tenth of a percent of having equal shares of the 2002 total state employment at 20.8% and 20.9% respectively. Following close behind, Educational and Health Services had increased its share of total employment from 17% to 19.4% by 2002. Of the remaining eight major industry groups, five had by 2002 lost from 0.1% to 0.4% of their share of total employment. Three had gained from 0.4% to 2.5% of their share of total employment. The high of 2.5% was in the Professional and Business Services industry.

The projected 2012 Indiana Industry Employment indicates several significant trends. While nine of the eleven major industry groups are projected to increase employment from 2002, only three major industry groups are projected to increase their share of total state employment from 2002 to 2012. Understandably, those same three industry groups also have the three largest projected percentage increases in employment from 2002 to 2012. Only two major industry groups are projected to lose employment by 2012, Natural Resources and Mining (-3.9%) and Manufacturing (-1.1%). They each had already decreased in employment from 1990 to 2002 by 3.4% and 3.7% respectively. Manufacturing went from having the highest share of total employment at 25.1% in 1990, to losing first place by 0.1% in 2002 to Trade, Transportation, and Utilities, and finally coming in third highest in the 2012 projected employment at 18.8%. Education and Health Services is projected to have the highest percent share of 2012 total employment at 20.2%.

Within Manufacturing, three sub-industries, from the 3 digit North American Industry Classification System (NAICS) industries, are projected to decrease over the ten-year period from 2002 to 2012. Leather and Allied Product Manufacturing (NAICS 316) is projected to decline by 50.9%. Apparel Manufacturing (NAICS 315) and Textile Mills (NAICS 313) will decline by 48.1% and 39% respectively. The total projected numerical loss is 1,104 jobs combined. The largest numerical loss is over 7,800 jobs in Primary Metal Manufacturing, 14.2% of its total 2002 employment.

Two Manufacturing sub-industries are projected to increase over the ten-year period from 2002 to 2012. Chemical Manufacturing (NAICS 325) and Plastics and Rubber Products Manufacturing (NAICS 326) are projected to increase by 11.2% and 11.8% respectively. Total projected numerical increase in these two industries combined is over 9,000 jobs.

Projected employment gain is the highest in Professional and Business Services at 24.3%, a gain of 61,603 jobs. The highest sub-industry gain within Professional and Business Services is Administrative and Support Services (NAICS 561) at 30.9% which also represents the second highest numerical gain of 41,561. The second highest projected percentage gain is in Education and Health Services at 21.8%, an increase of 119,678 jobs. The highest sub-industry gains are in Ambulatory Health Care Services (NAICS 621) and Social Assistance (NAICS 624) at 33.6% (32,073 jobs) and 37.4% (13,639 jobs) respectively.

Tables and Charts in Attachment D are included for each industry segment, with growth/decline detailed from 1990 to 2012 (projected).

Occupational Issues

The greatest growth in a single occupation is expected to be for Registered Nurses, followed by Food Prep workers, Waiters and Waitresses, Truck Drivers (Heavy/Tractor Trailers.), and Retail Salespersons. Both Registered Nurses and Truck Drivers are in the “high wage” (jobs paying more than the state average of \$33,025) earnings group. In Attachment D, a table and chart are included for the “top 10” occupations in growth. The remainder of this section is limited to “high wage” occupations.

High Wage Occupations

There are 72 individual occupations that are expected to grow by at least 50 jobs per year (500 jobs or more for the 10 year period) from 2002 to 2012 and currently pay more than the state average of \$33,025 for all jobs in the 2003 Occupational Employment Statistics survey of employers conducted by the Indiana Department of Workforce Development. Of these, 15 are in the medical fields, 13 in education and 8 in computer related occupations. Outside of those fields, large increases are expected for Heavy and Tractor-Trailer Truck Drivers, Electricians, Carpenters, Heating and Air Conditioning Installers along with an assortment of management specialties. The High Wage/High Growth Occupations table in Attachment D is sorted by annual wages, with Surgeons topping the list.

Indiana Occupational Projections 2002-2012

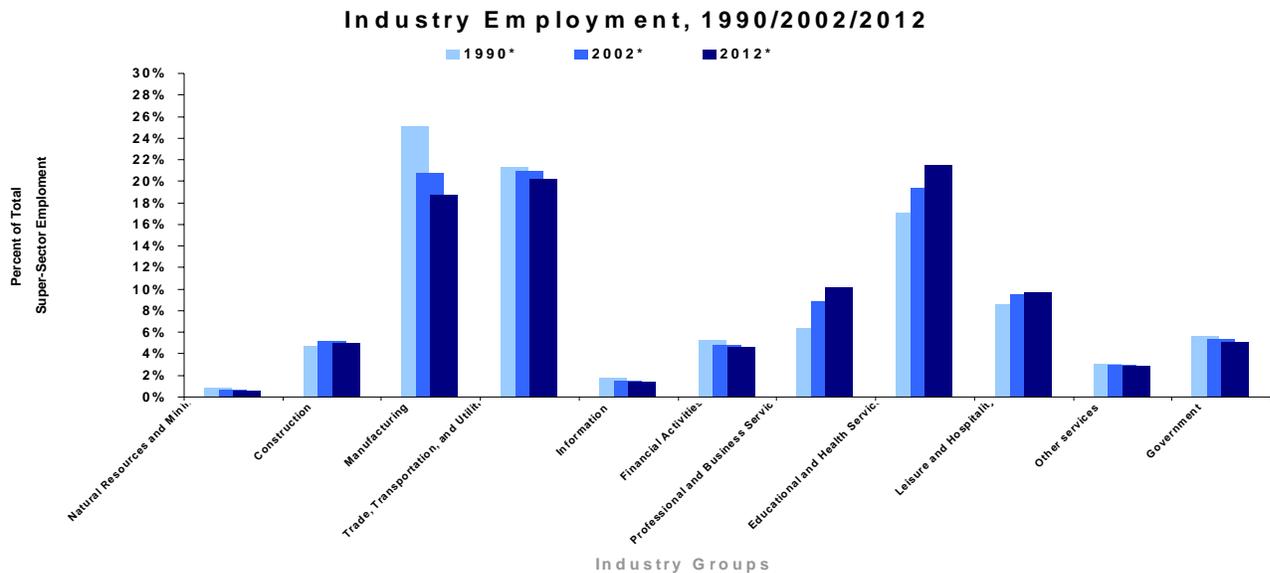
Percent of Total Occupational Growth, and Openings

Occupational Title		2002	2012	Total Growth	% of Total Growth	Annual Growth	% of Total Occupational Growth	Total Openings	% of Total Openings	Annual Total Openings	Average Annual Wage
00-0000 Rank	Total, All Occupations	3,015,262	3,268,507	253,245		25,325	985,827	98,583		\$33,025	
29-1111	1 Registered Nurses	47,593	59,335	11,742	4.64%	1,174	21,700	2,170	2.20%	\$46,242	
35-3021	2 Food Prep & Serving Workers, Incl. Fast Food	59,950	68,029	8,079	3.19%	808	34,062	3,406	3.46%	\$14,769	
35-3031	3 Waiters and Waitresses	45,695	52,822	7,127	2.81%	713	30,638	3,064	3.11%	\$14,603	
53-3032	4 Truck Drivers, Heavy and Tractor-Trailer	52,292	59,376	7,084	2.80%	708	15,624	1,562	1.58%	\$35,382	
41-2031	5 Retail Salespersons	83,181	89,455	6,274	2.48%	627	36,510	3,651	3.70%	\$21,239	
43-4171	6 Receptionists and Information Clerks	21,203	26,810	5,607	2.21%	561	10,816	1,082	1.10%	\$21,043	
31-1012	7 Nursing Aides, Orderlies, and Attendants	30,481	35,891	5,410	2.14%	541	9,403	940	0.95%	\$20,586	
25-3999	8 Teachers, Primary, Secondary, & Adult, All Other (CES Only)	15,248	20,587	5,339	2.11%	534	7,216	722	0.73%	\$29,076	
25-9041	9 Teacher Assistants	24,260	29,420	5,160	2.04%	516	9,846	985	1.00%	\$18,261	
13-1199	10 Business Operations Specialists, All Other	20,477	25,170	4,693	1.85%	469	8,179	818	0.83%	\$48,292	
37-2011	11 Janitors and Cleaners, Except Maids and Housekeeping Cleaners	44,847	49,482	4,635	1.83%	464	13,145	1,315	1.33%	\$20,622	
43-4051	12 Customer Service Representatives	29,663	34,047	4,384	1.73%	438	8,794	879	0.89%	\$29,004	
25-2021	13 Elementary School Teachers, Except Special Education	26,415	30,541	4,126	1.63%	413	9,956	996	1.01%	\$43,140	
31-9092	14 Medical Assistants	7,183	11,165	3,982	1.57%	398	5,311	531	0.54%	\$24,836	
41-2011	15 Cashiers	76,390	80,203	3,813	1.51%	381	40,979	4,098	4.16%	\$15,852	
11-1021	16 General and Operations Managers	35,286	39,065	3,779	1.49%	378	10,434	1,043	1.06%	\$81,468	
49-9042	17 Maintenance and Repair Workers, General	34,002	37,566	3,564	1.41%	356	10,092	1,009	1.02%	\$32,602	
53-7064	18 Packers and Packagers, Hand	27,793	31,283	3,490	1.38%	349	8,689	869	0.88%	\$20,055	
39-9021	19 Personal and Home Care Aides	9,493	12,806	3,313	1.31%	331	4,834	483	0.49%	\$19,061	
25-2031	20 Secondary School Teachers, Except Special and Vocational Education	17,327	20,609	3,282	1.30%	328	8,158	816	0.83%	\$43,667	

Indiana Occupational Projections 2002-2012 (Table 2)

The table above displays occupations that show signs of growth and the number of associated openings. As evidenced by the table, RNs continue to top this list as it mirrors the broader demographic trend of the national population. The need for qualified nurses will increase accordingly. One of the most prevalent, and perhaps concerning, trends among this table is the continued demand for service-support type occupations (i.e. food service personnel, waiters and waitresses, cashiers, and retail salespersons), as opposed to strong industrial-based occupational growth. The demand and job openings available for these categories are fairly robust; however, the associated wages may not provide the necessary momentum or purchasing power to drive the economy forward by significant measures.

Industry Employment, 1990/2002/2012 (Table 3)



The above table displays a longitudinal look at industry employment from 1990 to 2002 to 2012. When the chart is examined in greater depth along with the associated table on the following page, it further emphasizes the state’s reliance on manufacturing as its primary source of industrial-based employment. However, the presence of manufacturing from an industry perspective will be reduced from 25.1% in 1990 to roughly 18.8% in 2012. The pressure from global competitive forces, whether they be cost or technologically based, will continue to threaten the state’s reliance on this industry. If there is any solace in this trend, it is that Indiana is not alone in waging this battle at a national level.

From a size and growth perspective, one NAICS super-sector stands out in the table below: Educational and Health Services. When we combine the growth component with the wages associated with these super-sectors and associated occupations, one could infer that this category might be an area which warrants further investigation. From purely a growth (percentage) perspective, Professional and Business Services is expected to nearly double in its size relative to

the total by 2012 (6.4% to 10.1%, or 253,152 of 2,833,438 in 2002 to 314,755 of 3,102,078 in 2012).

Super-Sectors		Sectors	1990*	2002*	2012*	1990-% of Total	2002-% of Total	2012-% of Total	
Goods Producing	A	Natural Resources and Mining	11,21	19,213	18,560	17,836	0.8%	0.7%	0.6%
	B	Construction	23	116,997	145,976	156,736	4.8%	5.2%	5.1%
	C	Manufacturing	31,32,33	611,410	588,681	582,186	25.1%	20.8%	18.8%
Service Producing	D	Trade, Transportation, and Utilities	22,42,44,45,48,49	519,841	593,449	626,843	21.4%	20.9%	20.2%
	E	Information	51	44,871	42,547	44,355	1.8%	1.5%	1.4%
	F	Financial Activities	52,53	128,443	138,207	142,480	5.3%	4.9%	4.6%
	G	Professional and Business Services	54,55,56	155,801	253,152	314,755	6.4%	8.9%	10.1%
	H	Educational and Health Services	61,62	414,663	548,380	668,058	17.0%	19.4%	21.5%
	I	Leisure and Hospitality	71,72	207,970	268,558	302,745	8.5%	9.5%	9.8%
	J	Other services	81	74,884	84,246	88,319	3.1%	3.0%	2.8%
		Government		138,739	151,682	157,765	5.7%	5.4%	5.1%
Total		Industry Group Total	2,432,832	2,833,438	3,102,078	100.0%	100.0%	100.0%	

* Micro Matrix Industry Control Totals

NAICS Super-Sector Occupational Growth, 1990/2002/2012 (Table 4)

Occupations with slower growth in Indiana than the nation are top-heavy in computer-related occupations. While Indiana is showing high growth in those areas, it is still projected to be lower than in the nation.

Occupations with faster growth in Indiana than the nation are dominated by Educational and Health occupations. Others in this group are legal occupations and Industrial Machinery Mechanics. The listings in the Super-Sector Occupational Growth table are limited to occupations with at least 50 jobs per year in growth.

High-wage occupations with a numeric loss expected are dominated by those occupations found in manufacturing. These include Tool and Die Makers and Machinists.

Demographics of the Labor Force

The table below depicts the current and projected population of available workers for Indiana.

Indiana

Employment Status of the Civilian Noninstitutional Population by Sex, Age, Race and Hispanic Origin, 2002 Annual Averages

(numbers in thousands)

Population Group

	Civilian Non-institutional Population	Civilian Labor Force		Employment		Unemployment		*Projected 2002 Population	*Projected 2012 Population	%Increase in Population 2002-2012
		Age 16 and over	Number	%of Population	Number	%of Population	Number			
Total	4,656	3,175	68.2%	3,012	64.7%	163	5.1	6,113	6,325	3.47%
Men	2,227	1,684	75.6%	1,592	71.5%	93	5.5	2,980	3,092	3.76%
Women	2,429	1,491	61.4%	1,420	58.5%	70	4.7	3,132	3,233	3.22%
Both sexes, 16 to 19	337	164	48.6%	139	41.3%	25	15.1	357	379	6.16%
White	4,285	2,945	68.7%	2,804	65.4%	141	4.8	5,490	5,607	2.13%
Men	2,069	1,577	76.2%	1,497	72.4%	80	5.1	2,685	2,750	2.42%
Women	2,217	1,368	61.7%	14	59.0%	61	4.5	2,806	2,857	1.82%
Both sexes, 16 to 19	305	157	51.3%	134	43.9%	22	14.3	315	328	4.13%
Black	316	192	60.8%	172	54.6%	20	10.2	529	596	12.67%
Men	128	85	66.4%	75	58.2%	11	12.4	250	281	12.40%
Women	187	107	56.9%	98	52.1%	9	8.5	279	314	12.54%
Both sexes, 16 to 19								36	42	16.67%
Hispanic Origin	113	90	79.3%	83	73.8%	6	6.9	NA	NA	
Men	65	58	89.7%	55	84.2%	4	6.1	NA	NA	

Employment Status of the Civilian Non-institutional Population (Table 5)

Workforce Development Issues: 2005 – 2007

Indiana Department of Workforce Development will be spearheading a major initiative starting in the summer of 2005 that will be squarely directed towards the issues of skill shortages gaps, the root causes of those gaps, and the appropriately linked solutions. This will be the predominant focus for the agency over the forthcoming 24-36 months, as it presents the largest challenge and associated area of opportunity for growth within the state's workforce and economic development regions. The effort will get to the specifics of identifying the existing skill gaps, in a quantitative manner, as well as projecting those same gaps out 10 years ahead.

The identification of the root causes for the existing shortages and skill gaps is the most critical component of this initiative. Through the identification of these root causes will come the creation and implementation of appropriate solutions. The common reaction to shortages in today's environment is to continuously pump the supply lines with more certified or credentialed workers. When, in fact, the root cause may not be a shortage in supply but rather the "out-migration" of these credential workers to nearby communities, cities, and states due to limitations in expanding one's career through promotion or increased responsibility. The solution to this root cause would therefore, not be, creating more supply, rather attracting more demand (characteristic of the demand centers causing the out-migration) to reverse the trend.

V Overarching State Strategies

Indiana's continued focus on serving the employers and workers of Indiana will be heightened over the course of the next two years. A number of agency-wide strategic initiatives are planned. Indiana Department of Workforce Development is moving to ensure positive returns on investment, whether granting monies for training or when responding to worker dislocations. One initiative will squarely address current and future skill shortages. The objective will be a demand-driven approach to local economic development and workforce issues that emphasizes entrepreneurial spirit.

Through the utilization of WIA dollars (and other funding streams), DWD will create a seamless and comprehensive system which includes employment services, education, and training for unemployed workers. Also, additional efforts will be made to ensure that Indiana's incumbent workers and emerging workforce are truly prepared with the critical skills required for Hoosier businesses now and in the future. There will be many challenges ahead as DWD continues efforts to fully engage the business community as partners.

Strategic reorganization has occurred at DWD to ensure greater responsiveness to workers who are dislocated. The objective will be to return those workers to Indiana businesses by moving to a model that creates greater mobility in the field. Services will be delivered to those communities needing additional support. Now business consultants operating in the field will be in a position to broker services that cover the entire spectrum, from dislocations to incumbent worker training to assist in expanding and growing Indiana's existing businesses.

Strategies for Key Industries

DWD's Labor Market Information (LMI) has been reorganized into the Research and Analysis department (R & A) to make the section more flexible and responsive to employers' needs. R & A is part of the newly created Strategic Research and Development division. Prior to this reorganization, the focus was primarily on generating the data needed to meet federal and state contractual requirements. The new department will have a focus on the agency goals of growing jobs and employment, growing personal income and delivering premier customer service. The reorganization will result in developing new and/or improved reports with more extensive analysis. The R & A section will focus on projected trends and emerging changes in Indiana economic conditions that are concrete and actionable.

R & A will incorporate new technologies to target high demand industries. New tools, such as the Local Employment Dynamics (LED) project and Geographic Information System (GIS) mapping software will be used to more accurately describe and identify areas of economic opportunities in Indiana. Several R & A staff are in the process of being trained in ArcGIS software. The Indiana Business Research Center (IBRC) will also offer assistance on this project allowing R & A to leverage their skills. Mapping by area and industry will be a tool to help analyze areas projected to grow by 2012.

GIS technologies will include research into Indiana's targeted industry clusters of Advanced Manufacturing, Life Sciences, High Tech Distribution and Information Technology. Other analyses will include wage analysis based on factors such as age, education, labor and commuting sheds.

Strategies for Small Business

Supporting small businesses in Indiana through workforce development will not only be a point of emphasis, but a top priority. Indiana's small businesses will receive special consideration for grant matching requirements and scoring criteria. These efforts will be carried out by the newly formed Marketing Development Department, which is comprised of two groups, Business Consulting and Market Support. These groups will actively pursue employers within each workforce service area.

Business Consulting will assign a qualified consultant to develop training, job profiling and assessment projects. This consultant will utilize over \$16 million annually toward incumbent worker job training. A portion of that sum will be dedicated to the small businesses of Indiana. For small business, Market Development hopes to group several employers into a batch or regional grant alliance. This will add volume and make the program cost effective.

One of the biggest obstacles to small employer development has been the cost to outcome ratio. Under this new approach, small employers, unable to support a tuition reimbursement program will be able to partner with DWD to assist in the production of transferable skills.

Upon approval of an application, Market Support will assign a regional specialist to assist the employer(s) through the contracting process and reporting requirements. This specialist will also produce return on investment studies to evaluate retention and increased earnings of the trainees.

Employers will enter into a seamless system where they will be contacted by a consultant within a 7-day period after filling out a pre-application. This will allow the unit to process the request and review it for possible issues before the employer reaches the point of a formal application. Upon approval, the consultant will issue an electronic password that will allow the employer to access the application and submit it online. In cases where a small employer does not have web access, the consultant will assist the employer through a paper process. The online system will automatically issue electronic alerts when reports or invoices are due.

Market Support will partner with local entities to achieve set goals for the various programs. This includes notification to local economic development officers and local WorkOne offices, and joint meetings with the IEDC. Market Support will also assist the Regional Workforce Investment Boards regarding training opportunities for their workforce and support for employer dislocation events. This will help devise strategies addressing the issue of workforce literacy in Indiana, along with leading the effort to provide ongoing strategic and team support to the Business Consultants.

Each small employer who is assisted will be able to fill out a pre-formatted, electronic quarterly report. The employer will also be able to file specific trainee data electronically. With this information, DWD will be able to track customers' training outcomes for retention and earned income. Additionally, the number of transferable credentials issued will be tracked. This data will be shared in the Indiana Department of Workforce Development's Annual Training Report to the Indiana General Assembly.

The timeline for accomplishing these goals will be relatively short, with the program beginning July 1, 2005, the beginning of Program Year 2005. New guidelines will be developed for the Incumbent Worker Training Fund, and goals will be established for each member of the Business Consulting and Market Support units. The new electronic application and monitoring system will be developed and launched by the fall of 2005. New goals and return on investment will be evaluated on a six-month basis at the conclusion of the calendar year and on an annual basis at the conclusion of each fiscal year thereafter.

Statewide Activities

DWD is focused on achieving Governor Daniels' vision through dedicated efforts in Indiana's economic and workforce regions. To further promote regionalization, integration, alignment, and innovation, DWD's Customer Solutions division and its Partner Services unit have created a dedicated team focused on grants management. This team is charged with creating a formal grants process to award Workforce Investment Act funds to regions. DWD will establish guidelines for regions to request grants based on achieving Governor Daniels' three objectives. Proposals will be scored by a cross-functional team and weighted on implementation of Governor Daniels' strategy.

The grants management formal process will allow DWD to award innovative regions with the capital needed to implement Governor Daniels' vision. DWD anticipates that the competitive grant process will facilitate regions and partners integrating behind common objectives, thus making the system more cohesive.

The state's strategy to promote collaboration between groups for youth is addressed in the opening statement on the State's Vision for Youth. Also, the plans for youth are detailed in Section IX under "Youth."

Strategic Partnerships

The strategies provided above in Section V will promote and develop on-going and sustained strategic partnerships.

Laws, Regulations, and Policies

During the 2005 legislative session, DWD proposed legislation to remove barriers to achieving the department's goals. Indiana Senate Enrolled Act (SEA) 536 removes the Incumbent Worker Training Councils, mandated previously in Indiana code. The councils served as advisory committees to the regional Workforce Investment Boards. This mandate, while useful in some regions, was rendered ineffective in most. Regional Workforce Investment Boards may choose to continue to hold advisory committee meetings, but are no longer required to do so, therefore providing for greater regional flexibility.

Also, SEA 536, as signed into law May 2005, removes the Incumbent Worker Training Board (IWT), and places responsibilities in the hands of the Secretary of Commerce. The responsibilities of the board included reviewing incumbent worker grant applications and providing recommendations for the allocation of the Skills 2016 Fund dollars. In addition, it removes the dedication of funds by percentages to specific industries. In this manner, greater flexibility will be given to the limited dollars available in the Skills 2016 Fund in order to provide the funding for the most effective training to the most needed employment sectors.

Waivers and Workflex

Over the next two years Indiana's objectives are to grow jobs and employment, grow personal income, and deliver premier customer service. Indiana will look at waiver opportunities that strengthen Indiana's ability to meet these objectives. This state plan does include waiver requests, but Indiana also reserves the right to modify this with additional waiver requests to meet the stated objectives.

The waiver requests accompanying this state plan support one or more of the following criteria:

- The waiver will be in line with the federal administration's plans for modifying the Workforce Investment Act.
- The waiver will allow Indiana to strengthen the State Board, regional boards and the overall WIA structure and governance.
- The waiver will allow Indiana to make better use of administrative dollars and to increase the quantity and quality of services to customers.

- The waiver will put Indiana in a better position to move from a sophisticated co-location/referral model to a system that is highly integrated.

VI Major State Policies and Requirements

DWD will promote WorkOne partner sharing of administrative and site costs at WorkOne facilities. MOU agreements will be created with partners at the state agency level. If local WorkOne partners are not represented by Indiana state agencies, DWD will promote other forms of collaboration at the highest level possible. With these agreements in place, partner representatives in each WorkOne will be empowered to collaborate with each other.

Seamless regional service delivery will be accomplished in a collaborative atmosphere. Each customer will work with a case manager to remove any barriers that have kept the customer from being employed or meeting intended career goals. Also, these strategies will translate into better case management and service delivery for each customer using the best mix of partners' services. The customer will gain employment and the opportunity to increase personal income.

In the past, Indiana Department of Workforce Development has developed consistent, clearly written and fair policies to promote universal access and consistency of service statewide for all customers. Those policies are available on DWD's Web site at <http://www.in.gov/dwd/>. With the changes noted in this plan, new policies will be put in place, plus existing policies will be updated to explain and accomplish the Indiana Department of Workforce Development goals set out for the next two years.

Regarding "universal access," all WorkOne centers were physically reviewed for accessibility since the last WIA plan was issued. Compliance issues were addressed immediately though some remain in progress.

A wide array of policies is already in place in Indiana to support individuals seeking employment and personal income growth. Administrative DWD and WorkOne staffs will be proactive in responding to workforce issues identified by business and industry and will seek solutions to needs in plans for service delivery in Indiana's WorkOne centers. DWD will refer qualified and trained workers to meet employers' requests.

In DWD Policy 2004-19, Establishment of Local Workforce Boards Policy issued on March 9, 2005, the two Indiana Job Corps sites, at Edinburgh and Indianapolis, were specifically named as mandatory WorkOne partners on their respective Workforce Investment Boards.

B. State Readiness Analysis

B.1. Leadership

B.1.a. State Workforce Investment Board

B.1.a.

i. Describe the organization and structure of the State Workforce Investment Board

The State of Indiana will use the Indiana Human Resource Investment Council as the State Workforce Investment Board. The Council was established by State statute in 1993 as a State Human Resource Investment Council (SHRIC) under Title VII of the Job Training Partnership Act.

Indiana is unique in that the SHRIC has been given broad responsibility by the Governor to review all of the State's public investments that assist Hoosiers and their families to succeed in today's rapidly changing world. This includes all investments from early childhood through retirement. The Governor established a new direction for the Human Resource Investment Council. In his Agenda for Indiana, he gave the SHRIC responsibility for ensuring that these programs are connected to the people they serve. The Council will respond to local communities' needs by serving as a forum to incorporate the Governor's Human Investment Principles into a framework for action that helps local communities receive the maximum return on public investments.

In the context of WIA, Indiana's Council will not only have responsibility for the State Board functions identified in the Act, but also with incorporating those functions into the overall human investment review that the Governor has requested. To accomplish this task, the Council will be organized into strategic focus committees that have responsibility for a part of the developmental continuum that characterizes Indiana's human investments.

State Workforce Investment Board

State Council Membership

In April of 1999, the Council was given the statutory responsibility to serve as the State Workforce Investment Board by HEA 1652, the State's enabling legislation for the Workforce Investment Act (WIA). By statute, the Council has until July 1, 2000, to shift to the membership requirements of WIA.

The current members of the Indiana Human Resource Investment Council include the following.

Business and Industry Members

B.J. Bischoff
White River Training Co.
Indianapolis

Greg Fitzloff
Southern Indian Chamber of Commerce
New Albany

Jean Blackwell
Cummins Engine
Columbus

John Niederman
Pathfinders Service, Inc.
Huntington

Hardie Blake, Jr.
Bethel Business Machines
South Bend

Graham Richard
Ruffolo Richard LLC
Fort Wayne

Labor, Special Populations and Community Organization members

Casper John Alessi
Indiana AFL-CIO
Indianapolis

Gail Pluta
Indiana Fed. Of Teachers, Labor 59
Indianapolis

John P. Cooley
Carpenter's Union
LaPorte Indianapolis

Hardie Smith
Sheet Metal Workers

Mark Ferrell
United Auto Workers
Indianapolis

Viola Taliaferro
Monroe Circuit Court #7
Bloomington

Christopher Horn
Local 104 Steelworkers
Newburgh, IN

Thom Rugh
Indiana Association of United Ways
Indianapolis

F. Brannan Jackson
Calvary Institutional Missionary
Baptist Church
Gary

Education and Local Government Members

Nick Banos, Jr.
Central 9 Career Center
Greenwood

Alan Middleton
Garrett-Keyser-Butler C.S.D.
Garrett

Carl Drummer
Center Township Trustee
Indianapolis

Roy Pratt
Gary City Council
Gary

Ted Ellis
Mayor, City of Bluffton

Marilyn F. Schultz
Indiana State University
Terre Haute

Gerald Lamkin
Ivy Tech State College
Indianapolis

Philip Summers
Vincennes University
Vincennes

Joanne Martin
Indiana University
Indianapolis

Ex Officio State Agency Members

William Christopher, Executive Director
State Student Assistance Commission
Indianapolis

Thomas McKenna, Executive Director
Indiana Department of Commerce
Indianapolis

Craig Hartzer, Commissioner
Department of Workforce Development
Indianapolis

Suellen Reed, Superintendent
Indiana Department of Education
Indianapolis

Stan Jones, Commissioner
Commission on Higher Education
Indianapolis

Peter Sybinsky, Secretary
Family and Social Services Administration
Indianapolis

B.1.a.

ii. *Identify the organizations or entities represented on the Board.*

The Indiana Human Resource Investment Council includes four categories of membership, three of which are directly appointed by the Governor, with the fourth group consisting of ex-officio members who represent all of the State agencies with responsibilities for investing in the economic success of Indiana residents and their families. The specific membership categories of the Council include the following groups:

- Business and industry representatives, including individuals who represent business and industry on Private Industry Councils in Indiana.
- Representatives of labor, special populations, and community-based organizations (with a majority of these members recommended to the Governor by the State labor federation).
- Representatives of education and local government.
- The directors of various State agencies including the superintendent of public instruction with administrative responsibility for applicable programs.

Indiana is committed to the broadest possible involvement of all of the stakeholders in Indiana's workforce investment system. With the exception of the Governor, who is directly represented on the Council by his Executive Assistant for Workforce Development Policy, and the members of the General Assembly, who are eligible to serve on the Council in the existing appointment categories, all of the State Workforce Investment Board membership groups identified in WIA have been represented on the

Indiana Human Resource Investment Council since its inception.

This history of inclusiveness demonstrates Indiana's long standing recognition that building a well-integrated workforce development system requires the participation of all segments of the workforce investment system. As Indiana moves forward with the implementation of the Workforce Investment Act, the intent is to continuously improve the opportunities for participation by all segments of the workforce investment system through extended participation in the Council's chartered and advisory committees.

B.1.a.iii. *Describe the process your state used to identify State Board members.*

The Office of the Governor, with the assistance of Council staff, has responsibility for the identification and selection of appointed State Council members. Guided by the requirements of the statute establishing the Council, the Governor's office carefully evaluates potential members of the Council on the basis of geographic diversity, policy making authority, expertise and interest. Prospective members are contacted and briefed on the Council's purpose and mission, and are given the opportunity to voluntarily determine if they can make a contribution to the efforts of the Council. This helps insure that prospective members are strongly committed to the mission of the Council.

Because of the diverse interests and expertise of the Council's members, they are well positioned to provide leadership at the state level, both to the ongoing achievement of Indiana's workforce investment vision, and to the incorporation of that vision into a broad and integrated review of all of the investments that are made to assist Hoosiers and their families.

The Governor expects the Council to identify innovative ways of coordinating all of our existing human investment programs, and with the implementation of WIA, a major component of his overall vision for effective investments will be in place. The Council members understand that they are in a unique position that requires them to integrate the Governor's vision for all human investments with the opportunities represented by the Workforce Investment Act.

Business and Labor Nominations to the State Council

Currently, there are two approaches that are used to include business and labor representatives on the Human Resource Investment Council. In the case of labor representation, the state labor federation nominates labor representatives to the Governor who makes appointments based on those nominations.

In the case of business representation, the Governor relies informally on business organizations for advice on appointments. However, there is currently no provision in State statute to provide for business nominations. The next round of Council appointments will be structured to comply with the requirements of the Workforce Investment Act. The State statute has been changed to fully address all nomination and membership requirements of WIA. A formal process is being

developed for use in making new appointments to the State Board. This process will be designed by January 1, 2000.

B.1.a.iv. Describe how the State Board will carry out its functions. How will this Board provide leadership for the statewide system?

The mission of the Indiana Human Resource Investment Council is to translate the Governor's Human Investment Principles, which include Putting Families First, Investing in Effective Learning, Building Economic Security, and Promoting Community Based Solutions, into a coordinated framework for local action that benefits all Hoosiers. To accomplish this mission, the Council will promote innovative local partnerships, develop a Human Investment Scorecard to measure the effectiveness of the partnerships, and will broadly share information, best practices and lessons learned. As the implementation of the Workforce Investment Act proceeds, these principles and this mission will guide how the Council will carry out its functions.

Specifically, the Council is organized around four areas of strategic focus:

Building Bright Beginnings

Many of Indiana's youngest citizens are off to a poor start in life. About one child in four lives in poverty. Growing numbers of parents are hard pressed to find quality child care, and increasing numbers of young children lack the benefit of a supportive, involved father. The Building Bright Beginnings Initiative focuses on four areas: Promoting Responsible Parenting, Providing Quality Child Care, Providing Affordable and Accessible Health Care, and Mobilizing Community Resources that make a difference for Hoosier children.

Indiana's Youth: Our Most Valuable Resource

We must promote community-based solutions for the challenges that young Hoosiers face everyday. Violence, drugs, teenage pregnancy and the failure to complete school are all barriers to becoming productive citizens. Community efforts to lower these barriers and to bring together local resources and collaborative efforts need to be encouraged.

Preparing Indiana's 21st Century Workforce

Economic changes driven by technology and global competition have placed new demands on Hoosier workers to acquire new skills for obtaining well-paying jobs. Currently, the vast majority of our workforce development investments are directed either at students entering the workforce, or at the unemployed or economically disadvantaged. To compete in the 21st century, Indiana will have to create a workforce development system that provides all workers with the new skills that meet the needs of Hoosier employers.

Investing In The Economic Security Of All Hoosiers

Indiana has always been a State where hard work and the economic rewards that come from that work are valued. Supporting work and personal responsibility is at the heart of our public policy. We have also recognized that work alone may not provide the basic level of economic security necessary to support our families. Our challenge is to build opportunities for economic security that might begin with work-based assistance and skill building, but that lead to opportunities for self-sufficient employment and asset building.

Since WIA crosses several of the strategic focus areas of the Council, two strategies will be used to ensure that functions of the State Board, identified in the Act, are carried out. First, the Council will assign primary responsibility for those functions to the appropriate strategic action committee. This committee will be responsible for linking the investments and activities of the workforce investment system to the Council's overall Human Investment Review.

Second, the Council will delegate the day-to-day activities of WIA administration to the State's WIA Steering Committee and the staff of the Council's partner agencies. This will guarantee not only that the investments represented by WIA will be incorporated into Indiana's Broad Human Investment vision, but also that the Council will be organized in a manner that reflects the relationship between the local boards and their One-Stop partners.

The broad focus of the Indiana Human Resource Investment Council allows the Council to provide direction-setting leadership in several ways that enhance the Act's emphasis on the continuous improvement of the workforce investment system. The Council uses a three step, strategic approach that includes the following elements:

- Strategy Development activities that are designed to identify new opportunities for the State to increasing value form the investments that are made in Hoosiers and their families. This approach is grounded in the notion a strategic view of continuous improvement of a system, like the emerging workforce investment system, lies in understanding two fundamental points: the benefit of having a well articulated, stable purpose (what the system exists to do) and the importance of discovering, understanding, and exploiting insights about how to create continuously improving value in the system.
- Strategy Deployment recommendations that grow out of the relationship of the Council and its partner agencies. While Indiana does not envision the day-to-day implementation of WIA being a functional responsibility of the Council, the linkages between the Council and the partner agencies will provide an ongoing forum for aligning the activities of all of the State partners that are building the workforce investment system.
- Strategy Review in which the outcomes of the state's human investment strategies are evaluated on a continuous basis and adjusted to meet the changing needs of Hoosiers and their families. Strategic Review provides the framework for both performance assessment and continuous improvement in the workforce investment system, and will serve to incorporate Indiana's workforce investments into a comprehensive review of all public investments.

B.1.a.v. How will the State Board coordinate and interact with the local WIBs?

The Human Resource Investment Council provides a forum where public dialogue about the Governor's workforce development vision can occur in the context of the ongoing implementation of the Workforce Investment Act. There are five primary areas where the Council will coordinate and interact with the local Workforce Investment Boards.

1. Act as the public forum for the ongoing development of the State WIA Plan over the five year planning period. Examples of this role include:

- Joint Council/WIB planning sessions conducted throughout the state to provide an early warning system for emerging issues,
 - Regular briefings to the Council's 21st Century Workforce Investment Committee by the state One-Stop Steering Committee designed to provide real-time feedback on the performance and continuous improvement of the state and local One-Stop workforce investment system,
 - Incorporation and reporting of the local Board performance in the Indiana Human Investment Review, and
 - A public procedure for including local Boards and the public in the ongoing development of the five year unified state plan via the Internet
2. Build the leadership capacity of the new Workforce Investment Boards and the local elected officials to create a comprehensive new workforce investment system and not a new version of the old employment and training programs. These boards will not only have to address all three elements of the workforce--incoming, in transition, and incumbent--in order to succeed, but they will have to forge new and effective links to the business and economic development community. Strategically, these new boards will face four major challenges where the Human Resource Investment Council will offer leadership and coordination.
 - Understanding that their role is to act as local investors in the system and that they will be measured on their investment success.
 - Using demand side workforce development strategies to align the overall workforce development system in their workforce investment area.
 - Developing an effective, publicly supported One-Stop system with a clearly defined mission.
 - Serving the very different needs of workforce--incoming, in transition and incumbent--as well as the needs of employers.
 3. Encourage the local boards to join in the development of a consistent Unified Plan that serves as both a strategic and tactical opportunity to promote the Governor's vision of high performance and continuous improvement across all publicly funded investments.
 - Strategically, by linking state agencies and their local and federal partners to a common framework for communicating investments, actions, outcomes and needs.
 - Tactically, by aligning state and local implementing agencies plans into a consistent framework that recognizes the unique needs of each partner, within a comprehensive investment strategy.
 4. Incorporate the Workforce Investment Act performance accountability requirements into the Human Resource Investment Council's overall mission of developing a broad Human Investment Score card, which makes it possible to answer the questions: are we making good investments, and how can we make better investments in the future?
 5. Practice cross-membership between the Council and Local Boards whenever possible by encouraging Chief Elected Officials to appoint Council members to the Local Boards, and by

creating flexible membership opportunities for local representation on the Council's 21st Century Workforce Investment Committee.

B.1.a.vi. *How will the State Board ensure that the public (including people with disabilities) has access to Board meetings and information regarding Board activities, including membership and meeting minutes?*

The Indiana Human Resource Investment Council is required to comply with the State's Public Meeting and Open Records Statutes. The Council has also adopted a pro-active strategy for communicating with the public, including the development of an internet-based web site and regular public forums across the State.

Investment information will be organized in an electronic format to facilitate access. The basic framework for sharing information will be developed as an interactive database called the "Indiana Investment Information System." It will serve as a collaborative information system designed to collect, organize and share information about the effectiveness of public investments in local communities.

This executive information system will be Internet-based, and will provide on-line, real-time access to the information that local communities need to use investments wisely. Sharing information about Investments, Services, Outcomes and Needs will permit State and local leaders to use the most current information that is available when they make decisions about investing in programs and initiatives that benefit hardworking Hoosiers and their families.

The Internet site is merely another method of keeping the public apprized of the activities, meetings, policies, and opportunity for comment. It is not meant to replace the more traditional methods used in the past. Supplemental use of the Internet to disseminate this information will actually make the information readily available to an incredibly larger number of Indiana citizens, businesses and organizations.

Paper mailings were used to notify everyone of postings/information on the Internet. The paper mailings directed individuals to a phone number to call if they needed a hard copy mailed to them. In several places in the plan, we reference use of the Internet and more traditional methods of communication.

Other vehicles include:

- The Steering Committee which is responsible for notifying its various field staff.
- The "WIA Flash", a regular lay language newsletter designed to break WIA down into understandable parts. The Flash is delivered to all partners at the State and local levels, as well as AFSCME, AFL-CIO, and others.
- Public speaking opportunities, which have included numerous invitations for conferences, seminars, radio shows, and small group meetings.
- "Developments", a magazine of DWD with broad statewide distribution to partners and stakeholders.

B.1.b. *Identify the circumstances which constitute a conflict of interest for any State or local Workforce Investment Board members, including voting on any matter regarding the provision of service by that member or the entity that s/h represents, and any matter that would provide a financial benefit to that member or his or her immediate family.*

The Workforce Investment Act of 1998, P.L. 105-220, states at Section 111 (f) Conflict of Interest that:

A member of a State board may not—

- (1) vote on a matter under consideration by the State board--
 - (A) regarding the provision of services by such member (or by an entity that such member represents); or
 - (B) that would provide direct financial benefit to such member or the immediate family of such member; or
- (2) engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State plan.

Section 117(g) follows essentially the same language regarding members of local Workforce Investment boards.

After reviewing Indiana's existing State policy on Uniform conflict of Interest Standards Applicable to Private Industry Council issued on July 10, 1998, we found that with minor modifications, primarily involving replacing PIC references with WIB, these standards could continue to be used under WIA. Therefore the JTPA Conflict of Interest policy has been modified and adopted as the Conflict of Interest Policy for both the State and local Workforce Investment Boards. A copy of that policy is contained in Attachment #5.

B.1.c. *Identify the criteria the State has established to be used by the CEO in the local areas for the appointment of local Board members.*

To gather a wide array of input from interested parties, the State facilitated workgroup meetings to make policy recommendations on local WIB appointment criteria. The workgroup included representatives from business, labor, current JTPA administrative entities, private and public vocational education entities, community-based organizations and various One-Stop partner agencies. Membership to the workgroup was open to the general public. Also, the intent to hold these sessions was posted to DWD's homepage along with various electronic and more traditional methods of volunteering for the workgroup.

Two all-day sessions were held to collect recommendations for the establishment of local boards. Input from the sessions was posted to DWD's homepage (and also distributed to all workgroup members) with the opportunity for all interested parties to comment via email, a bulletin board, and more traditional methods.

Input from all parties was considered in developing DWD's first draft Policy for the Establishment of Local Workforce Investment Boards. This draft was also posted to DWD's homepage for additional comments. The first official policy was issued on December 23, 1998

through DWD Communication: # 98-26 as the 'Policy for the Establishment of Local Workforce Investment Boards'. This policy was distributed to Chief Elected Officials as part of the Local Planning Guidance, and was posted to DWD's homepage for continuous input on the policy. The policy was revised in February, 1999 when clarification was received on some issues from DOL. DWD's current policy for the Establishment of Local Workforce Investment Boards is included in as Attachment #5. The policy details the written guidance provided to local elected officials concerning the criteria for appointment of local Board members.

B.1.d. Allocation Formulas:

B.1.d. i. *If applicable, describe the methods and factors (including weights assigned to each factor) your State will use to distribute funds to local areas for the 30% discretionary formula adult employment and training funds and youth funds pursuant to sections 128(b)(3)(B) and 133(b)(3)(B). Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout your State and that there will not be significant shifts in funding levels to a local area on a year-to-year basis.*

Adult Allocation Formula

Indiana will follow the JTPA allocation formula, including state set-asides and hold harmless for PY 99 for 77% of the funds. On July 1, 1999, all adult WIA funds will be transferred into WIA. Local areas will receive an additional allocation from what would have been the state set-asides under JTPA in order to reduce the state's share to no more than 15% of the total allocation. The secondary allocation will also use the three-part formula prescribed under the Act, but without hold harmless. In this manner, we will be able to give those areas that would have been affected by the lack of a hold harmless under WIA a year to prepare for the decline in funds, while still allowing them to fully operate under WIA rules for PY 99. Making the additional allocation on July 1 without hold harmless is a step in that adjustment. The PY'99 adult allocation will be a combination with one portion allocated with a hold harmless provision and another portion allocated without. In this way, local areas are transitioned into the WIA allocation formula but with minimal disruption.

Indiana will follow the JTPA allocation formula, including state set-asides and hold harmless for PY 99 for 77% of the funds. On July 1, 1999, all adult JTPA funds will be transferred into WIA. Local areas will receive an additional allocation from what would have been the state set-asides under JTPA in order to reduce the state's share to no more than 15% of the total allocation. The secondary allocation will also use the three-part formula prescribed under the Act, but without hold harmless. In this manner, DWD will be able to give those areas that would have been affected by the lack of a hold harmless under WIA a year to prepare for the decline in funds, while still allowing them to fully operate under WIA rules for PY 99. Making the additional allocation on July 1 without hold harmless is a step in that adjustment. The PY 99 adult allocation will be a combination with one portion allocated with a hold harmless provision and another portion allocated without. In this way, local areas are transitioned into the WIA llocation formula but with minimal disruption.

DWD will use the Secretary's transition authority to apply hold harmless for PY 2000. Additionally, DWD will use the hold harmless provision at Section 133(b)(2)(A)(ii) of the Act beginning with PY 2001: “. a local area shall not receive an allocation percentage for a fiscal

year that is less than 90% of the average allocation percentage of the local area for the two preceding fiscal years. Amounts necessary for increasing such allocations to local areas to comply with the preceding shall be obtained by proportionately reducing the allocations to be made to other local areas.” A chart showing local allocations for PY '99 may be found in Attachment #6.

Youth Allocation Process Job Training Partnership Act

For PY'99, Job Training Partnership Act (JTPA) Title IIC youth funding was formula allocated according to Section 262(b) of JTPA, as amended by Title VII of the JTPA Amendments of 1992. A 90% hold harmless was also applied. The data used for these allocations were the same data as were used for JTPA Title IIA Adult allocations, except that the data for the number of economically disadvantaged youth (age 16 to 21, excluding college students and military) from the 1990 Census were used.

Also for PY'99, JTPA Title IIB Summer Youth allocations were calculated using the three-part formula stipulated in Section 252(b) of JTPA, as amended by the JTPA Amendments of 1992. A 90% hold harmless was also applied. The data used for these allocations were the same data as were used for JTPA Title IIA Adult allocations, except that data for the number of economically disadvantaged youth (age 16 to 21, excluding college students and military) from the 1990 Census were used.

Charts containing the JTPA Titles IIC Youth and IIB Summer Youth allocations for each workforce investment area for PY'99 are in Attachment #6.

Workforce Investment Act

Youth programs funded by the Workforce Investment Act (WIA) will begin in Indiana on April 1, 2000. Beginning with the PY'00 allocation process and continuing in subsequent program years, the WIA youth allocations will be calculated using the three-part formula contained in Section 128(b)(2)(A)(i). Also, beginning with the PY'00 allocation process and continuing in subsequent program years, DWD will apply the hold harmless provision as contained in Section 128(b)(2)(A)(ii). (For PY'00 only, DWD will use the Secretary's transition authority to apply the hold harmless provision.)

An equitable distribution of the WIA youth funding will be assured as Indiana is following the three-part formula contained in the Act. The formula uses a combination of the most recent labor force statistics and economically disadvantaged data from the Census. The hold harmless provision will be used to lessen a wide shifting of youth funding from year to year. It is possible to use the hold harmless provision beginning in PY'00, as workforce service area designations under WIA did not change from service delivery area designations under the Job Training Partnership Act.

Charts containing the PY'00 WIA allocations will be provided to U.S. DOL at a later date.

B.1.d.ii. *Describe the State's allocation formula for dislocated worker funds pursuant to section 133(b)(2)(B).*

Allocation Formula for Dislocated Worker Funds

Allocation Factor	Data Source & Time Period	Weight assigned in Formula
Insured unemployment data	Annual report of Unemployment Compensation claimants for calendar year 1998	30%
Unemployment concentrations data	Labor force for counties report/July 1997 to June 1998	30%
Plant closing & mass layoff data	Plant closure/mass layoff report/ July 1997 to June 1998	15%
Declining industries data	County employment patterns report/calendar year 1997 and baseline year data	10%
Farmer/Rancher economic hardship data	Bureau of economic analysis farmer's personal income & expense report/calendar year 1996 and baseline year data	5%
Long-Term Unemployment data	Annual report of Unemployment Compensation claimants with 15 or more weeks claimed/calendar year 1998	10%

Allocations for each Workforce Investment Area for PY '99 are in Attachment #6.

B.1.d.iii. *For each funding stream, include a chart that identifies the full allocation to each local area for the first fiscal year, describe how the individuals and entities represented on the State Board were involved in the development of factors, and describe how consultation with local Boards and local Chief Elected Officials occurred.*

Allocation Process

Input from entities interested in the youth, adult and dislocated workers allocation formulas occurred through participation as work-group members. Work-groups were formed to provide

recommendations on various issues surrounding the implementation of WIA in Indiana. Consultation with local Boards and local Chief Elected Officials also occurred through the work-groups, which are described elsewhere in the plan.

Also, consultation occurred through distribution of the draft allocation policy for review and comment. Distribution of the draft policy occurred on the Internet as well as traditional paper. All comments received by the State concerning the draft allocation policy were considered prior to inclusion in the State Plan and publication of the final allocation policy.

B.1.e. Describe competitive process to award grants & contracts for Title I including how potential bidders are made aware of availability of grants & contracts.

DWD will generally initiate the grant process for reserved funds through announcements, including formal Requests for Proposals for some targeted services, sent to all grantees and other eligible entities. The announcements will indicate the availability of funding, the requirements for application, and method of selection.

The proposals will then be considered by a DWD review team, weighing factors that include performance on prior grants or other indicators of fiscal and operational activity, expenditure rates on Title I formula allocations (particularly Chapter 5) or availability of other funding sources and the justification provided as well as other pre-established rating criteria. Proposals will be considered against the criteria of efficiently targeting resources to areas of most need and promoting the effective use of funds.

The State will determine which, if any, projects it will initiate and fund based on available resources, alternative methods of achieving these goals, and the level of need for the targeted populations or regions. Some projects, particularly those for dislocated workers, will generally be open to application on an as needed basis throughout the plan period. Specific rating criteria will be established for each type of project. DWD reserves the right to utilize these funds for any project allowable under Title I including services to dislocated workers, incumbent workers, displaced homemakers, low income individuals, older individuals, individuals with disabilities, veterans, and youth. The emphasis, however, will be on incumbent workers.

Contracted services will be initiated by DWD when a needed service is identified and an outside entity is the best source of the services. Depending on contract amount, urgency of need, and compliance with all applicable OMBs, CFRs and state procurement standards, DWD will solicit bids formally, or issue a Broad Agency Announcement (BAA) or a Request for Proposals (RFP) in conjunction with the Indiana Department of Administration (DOA).

By these methods, a broad spectrum of potential vendors is known and will be contacted whenever possible. The selection determination will be based on cost and ability to perform the required services as determined by DWD. For contracts under BAAs or RFPs, DWD will make the determination in conjunction with Indiana DOA.

In all cases, DWD will follow all applicable federal legislation, policy and regulations, as well as all applicable state requirements and approvals.

B.1.f. *Identify the criteria to be used by local boards in awarding grants for youth activities, including criteria used by the Governor and local boards to identify effective and ineffective youth activities and providers.*

Indiana's criteria to be used by local Workforce Investment Boards (WIBs) to identify effective and ineffective youth activities and providers at the state and local level is outlined below. It replicates the criteria for effectiveness in youth and workforce development programs identified by the Promising and Effective Practices Network (PEPNet). PEPNet, a project of the National Youth Employment Coalition (NYEC) identifies and promotes criteria of effective practice in youth employment/development. Local grants or contracts will be awarded for youth programs that meet the four following quality standards. Additionally, youth programs will be identified as "effective" if they also met the four quality standards:

- Organization and Management;
- Youth Development;
- Workforce Development; and
- Evidence of Success.

Each of the four quality standards listed above will be measured against the benchmarks listed below. For the first year (Program Year 2000), each youth program in the workforce service area must meet a minimum of two benchmarks per standard to be eligible for funding or to be named as an effective youth program. For the second year, the standard will be a minimum of three benchmarks per standard and for the third year and beyond, a minimum of four benchmarks per standard. For each youth program, the specific strategies, methods, techniques, and approaches that will be used to measure each benchmark will be determined locally.

The criteria to be used as a basis for awarding grants will be established at the local level by each Youth Council and approved by the WIB. The criteria that will serve as the basis for awarding a grant to a particular competitor will be included within each Request For Proposal. The Department of Workforce Development recommends the criteria relate to the required program elements, e.g., which tutoring programs are effective, which dropout prevention programs work, or which summer employment programs are directly linked to academic and occupational learning etc

1. Organization and Management

Effective programs for youth result from strong, stable, and competent management by the organization that operates the initiative. Quality management is exemplified by an engaged, qualified, and committed leadership and staff, who work in collaboration with others and use information and data to continuously improve the program.

Benchmarks

- Present a Clear and Consistent Mission
- Maintain Continuity and Competency of Leadership
- Incorporate Staff Development as a Management Strategy
- Leverage Resources through Collaboration and Partnership
- Commit to a Continuous Improvement Strategy

- Attract Diverse Funding

Youth Development

Effective programs are built on a well-conceived and implemented approach to youth development. A commitment to youth development is exemplified by a conscious and professional reliance on youth development principles to shape program activities, including high expectations, caring relationships, and an holistic service strategies that build responsibility and identify a view towards youth as resources.

Benchmarks

- Nurture Relationships Between Youth and Caring Adults
- Engage Family and Peers in Organized Activities
- Place High Expectations on Youth and Staff
- Foster a Sense of Identity and Self
- Build Youths' Responsibility and Leadership Skills
- Offer Individualized Age and State
- Appropriate Activities
- Develop a Sense of Group

Workforce Development

Effective programs clearly emphasize the development of skills, knowledge, and competencies that lead to jobs and careers. The preparation of youth for the workplace, through the appropriate use of training, workplace exposure, work experience, education, a consistent emphasis on the connection between learning and work, and the active involvement of employers, exemplifies workforce development.

Benchmarks

- Nurture Career Awareness and Exploration
- Embed Career Guidance and Career Planning Throughout Program
- Provide Work-Based Learning Opportunities
- Provide Experiential Learning Opportunities
- Ensure that Employers are Actively Engaged
- Emphasize the Connection Between Work and Learning
- Offer Post-Placement Activities

Evidence of Success

Effective programs display a willingness and ability to collect, document, and present evidence of success. The collection and use of credible data or other measures that reflect the soundness of program goals, operational effectiveness, and their ability to achieve the desired outcomes exemplify this.

Benchmarks

- Establish Intermediate and Long-term Outcomes and Measurable Indicators.
- Collect Data
- Maintain Data.

- Design and use a Management Information System (MIS.)
- Use Data for Management Decision Making
- Share Information With Stakeholders

B.1.g. *If you did not delegate this responsibility to local Boards, provide your State's definition regarding the sixth youth eligibility criterion at section 101(13)(C)(vi) ("an individual who requires additional assistance to complete an educational programs, or to secure and hold employment").*

The sixth youth eligibility criterion at section 101(13)(C)(vi) will be defined by each WIB.

B.1.h.i. *Describe major state policies and requirements that have been established to direct and support the development of a statewide workforce investment system not described elsewhere in the plan.*

Major policy issues follow. All DWD WIA policies may be accessed through the internet at <www.dwd.state.in.us/policy>.

Independent Workforce Investment Board

The test of independence may be met by:

- A complete separation of staff to the board from any staff that deliver or manage services. If this option is selected, the WIB may
 - designate or certify a One-Stop operator(s) through a competitive process, or
 - certify an existing entity carrying out activities through the One-Stop system as a One-Stop operator with the concurrence of the Chief Elected Official and the state administration, or
 - designate a coalition of three or more partners; or
- The staff or entity that performs staff services for the board may also provide services if it is one of a coalition of three or more partners that performs the One-Stop operator function. The coalition agreement must clearly state the authorities of each partner. Complete separation of Board staff from service delivery is the desired goal. We will work towards this goal with the WIBs and CEOs over the course of this plan. A regional board and Chief Elected Official may submit a request to the state board to include optional partners, receive partner funds, and incorporate other substate councils and boards. Such request must include a plan to ensure staff of the regional board are not also staff of any entity that delivers services.

Establishment of the Workforce Investment Board

The Chief Elected Official for a region may determine whether to:

- Establish a new board and Youth Council, OR

- b) A Chief Local Elected Official may temporarily designate an existing entity as a Workforce Investment Board under the following conditions:
- (1) the local area overseen by the existing entity closely corresponds to the Workforce Investment Area and
 - (2) was in existence on December 31, 1997 and
 - (3) i. was established pursuant to section 102 of the Job Training Partnership Act or
ii. is substantially similar to the local board described in the Workforce Investment Act of 1998 ("substantially similar" is defined to mean it has a private sector majority and includes representatives of education and community-based organizations), and
 - (4) includes
 - i. representatives of business in the local area and
 - ii. (I) representatives of labor organizations (for a local area in which employees are represented by labor organizations), nominated by local labor federations, or
(II) for a local area in which no employees are represented by such organizations, other representatives of employees in the local area.

The temporary Board must add members to come into compliance with WIA by June 1, 1999. The Workforce Investment Board certified July 1, 1999 must establish a youth council by September 30, 1999. The Board may choose to utilize the area school-to-work partnership as the youth council provided it meets the membership criteria of the Act, or adds appropriate individuals to meet the membership requirements.

Meeting membership composition requirements qualifies Workforce Investment Boards for 'Tier I' certification. Indiana will require boards to meet higher level 'Tier II' criteria in order to retain certification and earn additional authorities. Malcolm Baldrige criteria will be use as a framework. Board work differs from one-stop work. Tier II certification will recognize boards who are doing the right things as boards and who are setting expectations for excellence and continuous improvement in the one-stop system. Our goal is to have criteria developed by February 2, 2000.

Regional Planning

Each WIB will plan for services, One-Stop operator selection, and Title I outcomes for its area. In cases where two or more areas share a labor market, the State will require regional planning by the affected Workforce Investment Boards. The boards will engage in regional planning which results in the establishment of regional performance measures. The areas will be required to coordinate provision of One-Stop services, including transportation and other supportive services, so that the services are accessible across the boundaries of the local areas. The individual area plans will be incorporated in a regional plan that also addresses regional needs and outcomes.

One-Stop Facilities

The current facilities that have been considered One-Stop Workforce Development Centers up until June 30, 1998 may continue to be recognized as One-Stop facilities after implementation of WIA, and may receive temporary charters subject to meeting minimum criteria jointly agreed to by the Workforce Investment Boards and the state administration. This is intended to recognize

physical facilities, not One-Stop operators. Elected officials and boards may determine the location of any additional One-Stop offices beyond the existing facilities to the extent resources are available.

Through the local planning process and Memorandum of Understanding, the board may negotiate moving an existing One-Stop facility. Any One-Stop facility must include an IRA to receive a WorkOne charter. Chartering encourages high quality service delivery through a statement of goals, standards, and expected outcomes. The process ensures accountability by establishing a formal relationship between the Workforce Investment Boards (WIBs) and the one-stops.

WIBs will charter one-stop centers. The state will provide criteria as broad guidance for WIBs to use in establishing their levels of expectations. WIBs may "raise the bar" locally. The criteria will be developed in a Malcolm Baldrige framework. The one-stop centers must meet all federal and state criteria for being a one-stop center as a pre-requisite to applying to the board for a charter. Only chartered centers may use the new WorkOne logo.

Additionally, WIBs will charter offices that are less than full one-stop centers to allow them to use the WorkOne Express logo. The logo will identify them as a system affiliate. Express sites may be as simple as providing access to CS3 and other partner services on the internet, but must have an individual on-site who is trained to assist customers with access.

Unified State Plan

The initial five year State plan will include the State plans required under the following resources: Workforce Investment Act Title I adult, youth and dislocated worker; Welfare-to-Work, Wagner-Peyser, veterans programs, Unemployment Insurance; Carl Perkins post secondary and secondary vocational technical education funds, Trade Adjustment Assistance Act, and Vocational Rehabilitation. The plan is a "rolling" five year plan. Each year we will update performance outcomes and add additional State plan requirements of the various partner resources to the greatest extent practicable. The goal is to include as many of the One-Stop partners as possible in a unified state plan for developing Indiana's human capital.

Memoranda of Understanding (MOU)

A board need only negotiate one MOU per partner but may negotiate one per funding stream, if appropriate. A partner is an entity that administers one or more of the required or voluntary resources. For example, DWD may have three offices in an area. Each office manager supervises several One-Stop resources (Wagner-Peyser, Unemployment Insurance, veterans programs, and Trade Adjustment Assistance). The Board need only negotiate a single MOU with DWD. The Workforce Investment Board will outline the needs of the local area, strategic direction, and desired performance for the region. Through the MOUs, the partners will address how they will contribute to desired outcomes and support of the one-stop strategy.

Because of variations in resources and local needs, we do not anticipate that the MOUs or the system will be identical from area to area. MOUs may initially describe current cross-referral and information exchange practices and the process by which the WIB and the partners will continue to work together over the year to improve access and more fully integrate service

delivery. Succeeding year MOUs will be expected to show the results of these continuous improvement efforts.

Identity

A workgroup comprised of representatives of the partners selected the name WorkOne as the neutral identifier. Only chartered one-stops may use the WorkOne name. Other sites may use the WorkOne Express logo if they meet lesser chartering criteria established by the WIB.

The chartered One-Stop centers will have a neutral identifier that:

- does not incorporate the name or logo of any single partner.
- allows Hoosiers to easily identify access points to services regardless of where they go in the State.
- permits joint ownership of any current or future partner in the One-Stop system.
- allows for statewide marketing of the system.
- permits customers to identify which offices have been chartered as One-Stops by the Workforce Investment Boards based on both services available and performance.

Individual partner identifiers may continue to be used under conditions to be established by policy.

Training Priorities

Training will be geared toward the economic development needs of the region. Training will be prioritized for occupations in demand in the labor market, or in a labor market to which the trainee is willing to move and has a plan for moving. An occupation in demand includes a job for which there is ordinarily limited demand, but the individual has a bona fide job offer contingent upon completion of training.

Training funded by any partner will build on existing skills first. That is, if an individual may be trained for a good job more quickly and economically by building on existing skills, that will take precedence over training the individual for an entirely new occupation. Publicly funded training is not an entitlement. Customer choice applies to how and where training is provided. Although the customer's interests will be taken into consideration in developing existing skills, the demands of the labor market and limited training dollars take precedence.

Resource Allocation

WIBs and CEOs will determine youth, adult, and dislocated worker resource allocation within the area as well as determine how to apportion funds among core, intensive, and training services. Allocation of other resources will be as determined through the MOUs. WIBs and CEOs are expected to distribute resources fairly across the area, taking into consideration the needs of both urban and rural counties. They are also to develop policies to re-allocate resources in the event of under-expenditures, major dislocations, or other unanticipated conditions or events.

B.1.h. ii. *Describe how consultations with local boards and local Chief Elected Officials occurred.*

Please see Section I, Plan Development Process. Consultation was achieved through workgroup participation and multiple opportunities for review and comment via the DWD web site as described in several other places in this document.

B.1.h. iii. *Are there any State policies or requirements that would act as an obstacle to developing a successful statewide workforce investment system?*

Requirements which pose an obstacle to some are seen as an opportunity to others. An example would be county-based councils established under state law. Step Ahead Councils are comprised of volunteers from the community, with no formal appointment process. Their primary emphasis is child care, but some have extended their scope into workforce issues. Local Planning Councils are appointed by county commissioners to address welfare reform. However, considering the overlap in target populations, many of the councils have also extended their scope into workforce development.

Some workforce investment areas are actively engaged in identifying ways to turn this apparent duplication into a plus. The WIA One-Stop Steering Committee (described elsewhere in the plan) will assist those areas to integrate the functions of the various groups. The Steering Committee will continue to respond to local requests for assistance in overcoming identified obstacles.

B.2.a. *Describe current status of One-Stop implementation in State, including action to develop One-Stop statewide integrated service delivery system.*

The State of Indiana has been involved in One-Stop related activities since 1985. Indiana was one of the very first states to merge the state agencies responsible for JTPA and the Employment Service and to collocate and integrate local entities for the JTPA, UI and Wagner-Peyser programs. Subsequently, the Indiana Department of Employment and Training Services was changed to the Indiana Department of Workforce Development (DWD) when it incorporated Technical Education, Workforce Literacy and School-to-Work into one consolidated agency. This was soon followed by one of the nations first automated single-intake systems for UI and Wagner-Peyser.

The more formal One-Stop activities started in 1995 when Indiana received national One-Stop Planning and Implementation grants. With that funding Indiana targeted three specific infrastructure areas for development: One-Stop Facilities, Electronic Connectivity and Partnership Building. The activities and status in each of these areas discussed below.

One-Stop Facilities

At the time the One-Stop grant was received, Indiana already had 16 centers. Over the three plus years covered by the One-Stop grants, Indiana targeted twenty-seven (27) locations throughout the state for establishing or improving One-Stop Centers. Each location was looked at individually to determine what facility related options were available. In looking at the locations, size, accessibility, and commuting patterns were studied in order to select facilities that not only had the capacity for partnering, but also were within convenient distances of the population centers around the state. Existing facilities were considered along with new and renovated sites.

A few locations were built to our specifications such as the Anderson site that houses DWD, JTPA, Vocational Rehabilitation (VR) and TANF. Other locations were renovations of existing facilities such as, the Fort Wayne building, that also houses DWD, JTPA, VR and TANF.

Sometimes these renovations were major and other times they required only minor changes. An example of a major change is the renovation of the Muncie office that not only restructured the office to accommodate One-Stop workflow, but also upgraded the overall quality of the office to give it a more professional feel and appearance. The Muncie office houses DWD, JTPA, VR, and U.S. Wage and Hour. In Lawrenceburg, less dramatic changes were needed, but upgrades did occur in this facility that houses DWD, JTPA, VR, TANF and Adult Basic Education.

Of the twenty-seven locations, all have either located to new/remodeled locations or had their current location upgraded to meet the requirements of a One-Stop Center. Five locations are still pending more radical changes - Columbus (relocation), Evansville (relocation), Hammond (relocation) Shelbyville (relocation) and South Bend (major renovation).

In addition to the renovations, all new One-Stop locations were furnished with the same equipment, staff, training and materials for an Information Resource Area (IRA): as the original 16 centers. These IRAs provide equipment, software and materials for used by customers. The IRAs are staffed with trained personnel to provide support and assistance to the customers. The IRAs are Customer Self-Directed areas where customers help themselves. The IRAs have reading materials on all types of labor exchange subjects, labor market information, video presentations and customer PCs with resume software, printers and Internet access. In addition, the various topics are often addressed on multiple mediums - print, video, audio and electronic. The IRAs include Zoom Text software, large key caps and other accommodations for individuals with disabilities. See Attachment #2 for a complete listing of IRA equipment and materials.

Electronic Connectivity

Electronic Connectivity consists of three specific levels: Local Area Networks (LANs), Wide Area Networks (WANs) and Application Sharing. LANs have been installed in all twenty-seven of our One-Stop offices. The LANs allow for shared application software/files, printers, e-mail, Internet access and other peripheral devices.

A new high-speed, digital, wide area network was installed to accommodate the new Customer Self Service System (CS3). The WANs not only allow the One-Stops access to CS3's centralized data files and program upgrades, but also allow the One-Stops to have access to older mainframe systems such as Unemployment Insurance Benefit & Tax System and the Financial Accounting and Reporting System (FARS), access to smaller Administrative Office LAN systems, e-mail connectivity to the entire DWD e-mail system and access to the Internet through the high-speed state internet server.

The application sharing portion of this electronic connectivity primarily deals with CS3. A major component of CS3 is a user friendly, single intake system. The current version of CS3 allows customers to enter common data into the system that is used for employment services and unemployment services. This electronically shared data reduces the amount of times the

customer has to enter "common data" such as name, address, telephone numbers, and other customer and demographic information.

The CS3 system has the capability to add additional service modules to allow us to add application to other partner services such as training, welfare, vocational rehabilitation, education, and so forth. While this additional expansion has not yet occurred, CS3 provides the framework that will accommodate the expansion once the appropriate partners are ready to move forward. This electronic data sharing allows for strong partnering relationships both within the physical One-Stop Center and in the workforce investment area when it is not feasible or desirable to collocate.

Partnership Building

The final infrastructure item that Indiana has and is dealing with is much more complex and challenging than the creation of physical One-Stop Centers and electronic linkages. It concerns the building of both state and local partnerships. Partnership building includes disruption of long standing "ways of doing business", merging of various "corporate cultures", redefining territorial boundaries and overcoming various corporate and individual personalities. Some of these partnerships are easily attained and others are more challenging.

As stated earlier, JTPA, UI and Wagner-Peyser have been working in partnership for years. With the advent of One-Stop and the Workforce Investment Act, Indiana has taken steps to solidify and strengthen the training, labor exchange and unemployment insurance partnerships, while also working on new partnerships. The extent of the partnering beyond JTPA, UI and Wagner-Peyser has varied greatly from One-Stop Center to One-Stop Center. However, each of the One-Stops has made significant progress in increasing the amount of partnering in their areas.

Three example offices provides a clearer view of Indiana's status concerning partnership building. The Lawrenceburg One-Stop Center houses all of the DWD programs, JTPA, VR , TANF, Adult Basic Education and the Title V Older Workers program. The office also has very strong ties with secondary and postsecondary education through the office IRA and office counselors.

The Muncie One-Stop Center houses all of the DWD programs, JTPA, Vocational Rehabilitation, U.S. Wage & Hour and the Title V Older Worker program. They have also established strong relationships with the educational entities in the area and referral relationships with TANF and other local entities.

The New Albany One-Stop Center houses all of the DWD programs, the JTPA programs and the Title V Older Worker program. The office also has on-going dialogue with VR and TANF to bring them in as on-site partners or referral partners. New Albany has worked extensively with the educational entities (especially secondary education) in the areas of counseling, assessment and IRA development and usage.

These examples provide a good cross-section of One-Stop partnering in Indiana. While we are very proud of the accomplishments Indiana has made, we also realize that we still have a lot of work to do. Indiana wants to expand and strengthen the existing relationships so that more

partners are working through the One-Stop system throughout the state. We also want to strengthen the electronic relationships between the partners with the twin objectives of reducing overhead costs and drastically improving services to our customers. We feel that the infrastructure put in place over the past several years will allow us to move forward in meeting these objectives.

See Attachment #7 for an analysis of each Workforce Investment Area's partner access arrangements. This inventory serves as a baseline measure at the inception of WIA. Continuous improvement will mean ever increasing levels of access.

B.2.b. *Describe the degree of existing collaboration for WIA Title I, the Wagner-Peyser Act, and all other required and optional partners.*

WIA Title I was implemented for adults and dislocated workers on July 1, 1999. The Youth plan of WIA Title I will be implemented on April 1, 2000. There has been considerable collaboration among the various partners and the youth, adult, and dislocated worker programs of WIA.

State Level Collaboration

As described above, agency consolidations over the years have provided an infrastructure for collaboration. DWD includes the Unemployment Insurance Board, UI Review Board, and Workforce Proficiency Panel. Additionally, DWD has been designated as the state agency responsible for Employment Statistics.

The Indiana Department of Workforce Development (DWD) administers:

- Workforce Investment Act
- Welfare-to-Work
- Wagner-Peyser
- Local Veterans Employment Representative/Disabled Veterans Outreach Program
- Trade Adjustment Assistance and NAFTA/TAA
- Unemployment Insurance
- Carl D. Perkins (DWD staffs the Indiana Commission on Vocational and Technical Education, which establishes policy for both secondary and post secondary Perkins)
- Workforce Literacy (state funded)
- School-to-Work
- Indiana Jobs Training Program (state funds for dislocated workers and workers at risk)
- Special Employment and Training Services Fund (established through UI penalty and interest funds to promote training for joint labor and management apprenticeship programs).

The Family and Social Services Administration (FSSA) administers:

- Vocational Rehabilitation
- TANF
- Food Stamps

- Community Services Block Grant
- Child Care Development Fund
- Title V Older Workers
- Other family and social services.

The consolidations have simplified coordination among resources within the agencies, as well as simplified interagency coordination.

A Steering Committee has been formed to oversee the implementation of WIA which includes the heads of the following agencies:

Department of Workforce Development
 Family and Social Services Administration
 Department of Commerce
 Department of Education
 Commission on Higher Education
 Commission on Community Service
 State Student Assistance Commission
 Housing and Urban Development
 Executive Director of the State Human Resource Investment Council.
 Governor's Executive Assistants for the agencies above.

These agencies were included because of their administrative and oversight responsibilities for required and optional partner resources.

The Steering Committee meets every two weeks. Additionally, the heads of the State Student Assistance Commission, Department of Commerce, Department of Education, Family and Social Services Administration, Department of Workforce Development, and Commission on Higher Education are all ex-officio members of the State Human Resource Investment Council. Examples of Indiana's long history of state level collaborations include the follow:

- An inventory has been compiled that shows the locations, square footage, cost, number of staff, and lease expiration date for employment services/UI, JTPA, Vocational Rehabilitation, and the Division of Families and Children of FSSA. Any time a lease is close to expiration, the state agencies look for opportunities to collocate. Our one-stop offices currently house several of the required partners under WIA.
- DWD and the Department of Education have had a JTPA 8% Steering Committee since 1993. A joint Request for Applications was recently developed by the committee using funds from JTPA 8%, School-to-Work, and Carl Perkins to enhance alternative education programs. Grant proposals had to be submitted by local collaborations of the Private Industry Council, School-to-Work Partnership, and local school corporation.
- The Department of Commerce (DOC) and DWD frequently collaborate to fund economic development or job retention projects. DWD staff periodically conduct training for DOC staff in workforce development resources.
- DWD and FSSA have had a cooperative agreement for several years to participate in joint initiatives to serve older individuals. The cooperative agreement encourages

coordination and cooperation in the operation of the older individual employment and training programs administered by both agencies. Local administrators of JTPA and Title V have been required to enter into the same or similar types of agreements at the local level to ensure the training and placement of older individuals in employment opportunities with private business concerns.

- School-to-Work efforts for youth with disabilities were enhanced through the Indiana Transition Initiative (ITI). The planning and implementation committee for the ITI included members from the Indiana Department of Education, Division of Special Education; the Division of Aging and Rehabilitative Services (Family and Social Services Administration); the Department of Workforce Development, and the Indiana University Institute for the Study of Developmental Disabilities.
- The Indiana Collaboration Project was established in 1994 to coordinate the many programs serving the needs of children and families. The state agencies involved included FSSA, DWD, the Department of Education, Commission for Higher Education, Department of Commerce, Department of Health, and others. A primary facilitator was assigned to each county from among 14 different agencies to work with the relevant entities. Multi-agency teams were developed to provide consultation to the county efforts.
- A state One-Stop Advisory Council was established in 1995 to oversee implementation of Indiana's One-Stop grant. The council included representatives from FSSA, Department of Education, Department of Commerce, Commission for Higher Education, Indiana Private Industry Council Association, Indiana Job Training Administrators, Unity Team, AFSCME, AFL-CIO, and the State Human Resource Investment Council.
- Indiana's School-to-Work grant was developed by an interagency team that included DWD, the Department of Education, FSSA, the Commission on Higher Education, the Professional Standards Board, and State Human Resource Investment Council. An interagency team continues to meet regularly to oversee progress.
- The 1999 General Assembly, at the request of the Governor, convened a two-year "Youth Development Study Committee" under the guidance of the Indiana Human Resource Investment Council (SHRIC.) The committee was formed in response to a growing concern in Indiana that the hundreds of programs for youth are fragmented – serving overlapping populations but conducted in isolation of each other. Responsibilities include but are not limited to: conducting and assessing a needs assessment of current youth development programs; developing guidelines for the establishment of positive youth development programs; and reviewing and making recommendations first to the SHRIC and then to the Governor and General Assembly. The final report from the group, which will include recommendations for youth programs in Indiana, is due November 1, 2001. The report will provide recommendations for how youth programs can be operated in a more efficient and effective manner and ultimately be of more benefit to youth.
- Beginning July 1, 2000 the Indiana Commission on Community Services and Volunteerism (ICCSV) will coordinate with DWD. ICCSV oversees community service and volunteer programs in the State. The coordination will reap many benefits for youth including but not limited to ICCSV field staff assisting youth program providers implement "youth leadership development" activities under WIA.

The above initiatives fostered local level collaborations:

Local Collaboration

- In 1985, the state issued a mandate to collocate the employment service with JTPA throughout the state. Joint local plans were required beginning in that year and efforts began immediately to collocate services in every SDA. "One Stop Centers" were piloted in 1990 that included Information Resource Areas (IRAs). (Described above). The IRAs have been expanded and refined every year since and are a required feature in every one-stop. Two counselors staff the IRA in each office. Typically, one counselor is a DWD state merit employee and the other is a local JTPA staff person. Integrated Services Contracts are entered into each year between DWD and the SDAs to allocate costs in the one-stops. Some contracts include "functional supervision" arrangements between the staff of the two entities.
- Depending on the area, additional entities in one-stop centers include vocational rehabilitation, Division of Families and Children of FSSA; Adult and Basic Education, Migrant and Seasonal Farm workers, Title V, McKinley Homeless Act, Consumer Credit Counseling, and others. (See Attachment #7).
- Memoranda of Agreement between JTPA and Title V over the years have included agreements for joint intake, application, and enrollment efforts; joint service strategy development; joint counseling and/or case management; and coordination of other services available through the two programs.
- Indiana state law requires Workforce Partnership Plans be developed and represent all collective and collaborative programs, services and activities and their development among all of the partners in a geographic area. In general, these Workforce Partnership Plans include one or more post secondary four-year institution(s); one or more post secondary institution campus(es); one or more area vocational district(s); a variable number of school corporations; and a variable number of workforce development offices. Areas must have an approved plan to be eligible for:
 - Federal and state vocational and technical education funds.
 - New vocational and technical education program approval from the Indiana State Board of Education for secondary programs and the Indiana Commission for Higher Education for post secondary programs.
 - The program review process of the Indiana Commission for Higher Education for post secondary-level technical education programs.
- Local Planning Councils in each county plan for the self sufficiency of welfare recipients. The councils include representatives of private industry councils, community action programs, township trustees, public education, business, labor, United Way, and others. Members are appointed by the county executive.
- Step Ahead Councils in each county are primarily concerned with child care issues, but also coordinate planning for more comprehensive family and child services depending on the county. Membership includes representatives of human service providers, schools, parents, Head Start, county health departments, mental health centers, private industry councils, infant and toddler disability programs, child care providers, business, local government, and others. Specific examples of local collaborations are too numerous to mention.
- Local level coordination for programs for youth is occurring. Coordination may include reading and signing-off on each other's plans or may involve provision of services to joint clients. Such coordination efforts include but is not limited to:

- joint intake procedures, including application taking, orientation, assessment and enrollment;
- joint individual service strategy development;
- joint counseling and/or case management;
- cross training on each others' programs; and
- all funding sources reporting appropriate outcomes according to federal and/or state requirements regardless of which funding source paid for which service.
- Federal mandatory WIA One-Stop partners who may provide services to youth include:
 - WIA Title I Youth
 - WIA Title I Dislocated Worker
 - WIA Title I Job Corp
 - WIA Title I Migrant and Seasonal Farm workers
 - WIA Title I Veterans
 - WIA Title I Native Americans
 - Community Service Block Grant
 - Housing and Urban Development
 - Adult Education and Literacy
 - Post secondary Vocational Education
 - Vocational Rehabilitation
 - Wagner-Peyser
 - Trade Assistance Act and North American Free Trade Act-Trade Assistance Act
 - Unemployment Insurance
 - Local Veteran Employment Representative and Disabled Veteran Outreach Program
 - Welfare-to-Work
- Federal voluntary WIA One-Stop partners who may provide services to youth include:
 - Transitional Assistance for Needy Families (TANF)
 - Food Stamp Employment & Training and Food Stamp Workforce
 - Local Planning Councils
 - National and Community Service
 - School-to-Work
 - Secondary Vocational Education
- State voluntary WIA One-Stop partners who may provide services to youth include:
 - Step Ahead Councils
 - Child Care Development Block Grants
 - 21st Century Scholars
 - State Training Resources

If One-Stop members, the entities listed above entered into a Memorandum of Understanding with the Workforce Investment Board indicating the services to be provided through the One-Stop system, the funding of the services and the operating costs of the system, and methods of referring individuals between the One-Stop operator and the partners. Also, if One-Stop members, the entities listed above serve as voting members of the Workforce Investment Board. The Board, in conjunction with the local elected officials, develops and submits the local workforce investment plan, selects the local One-Stop operator and youth providers, and

identifies local providers of intensive and training services, conducts oversight of programs, and negotiates local performance measures.

Other youth activities are administered by other State agencies such the Department of Corrections, Juvenile Justice Division and Department of Education, Alternative Education. Also, other youth activities are administered by community based organizations and for-profit agencies. Coordination and collaboration occurs as described above. The Youth Development Council and local Youth Councils will each be conducting “community resource mapping” in their respective areas. It will be the responsibility of the state-level council and each local Youth Council to identify all youth providers in the area and recommend ways in which to coordinate services to meet the needs of youth.

B.3. System Infrastructure

B.3.a. Local Workforce Investment Areas

B.3.a.i. Identify the State's designated local workforce investment areas, including those that were automatically designated and those receiving temporary designations. How do these areas compare in size and number with Service Delivery Areas under JTPA?

B.3.a.ii. Include a description of the process used to designate such areas. Describe how the state considered the extent to which such local areas are consistent with labor market areas; geographic areas served by local and intermediate educational agencies, post-secondary institutions and area vocational schools; and all other criteria identified in Section 116(a)(1) in establishing area boundaries to assure coordinated planning. Describe the State Board's role, including all recommendations made on local designation requests pursuant to section 116(a)(4).

Indiana had 16 service delivery areas under JTPA. There will be 16 Workforce Investment Areas under WIA that follow the same boundaries. However, there will be 12 planning between Workforce Investment Boards. Maps of both the Workforce Investment Areas and workforce investment planning regions may be found in Attachment #8.

Background

Over the years, there have been many discussions about the lack of consistency in service regions among Indiana's public agencies and programs. This issue has been identified as one of the barriers to creating a truly integrated workforce investment system for Hoosier workers and their families.

In 1997, Lt. Governor Joe Kernan established a Jobs Council comprised of economic development professionals, elected officials, and business men and women to inventory all the state's economic development tools. Subcommittees for jobs creation, jobs retention, and welfare-to-work were included. The Council recommended that the state "define a single set of state regions for all workforce related funding and programs."

Also in 1997, a two-year study committee was created by the state legislature to identify the multiple sources and amounts of federal, state, and local funds that are used for workforce development activities, multiple entities involved in the administration of funds at the state and local levels, and make recommendations on how best to coordinate overlapping funding sources and activities. In response to the study committee, a series of meetings was held among the leadership of the Department of Workforce Development, Family and Social Services Administration, Department of Commerce, and Department of Education.

The agencies released a document in the spring of 1998 called "Regional Workforce Board Parameters and Guidelines". It provided a framework for local elected officials to voluntarily establish regional boards with broad authority for workforce programs. One of the stated goals of the guidelines was the "establishment of common regional boundaries based on labor market realities."

To help determine what those regions should be, the Labor Market Information unit of DWD collected the sub-state maps for JTPA; Small Business Development; Economic Development; Community Development; Vocational Rehabilitation; Adult and Basic Education; Regional Planning Commissions; Ivy Tech State College (Indiana has no community college system); School-to-Work, Workforce Partnership, and Tech Prep regions; and Welfare Local Planning Councils and Step Ahead Councils, and overlaid these with metropolitan statistical areas and commuting pattern maps. A draft map was created with input from Indiana Economic Development Council, State Human Resource Investment Council, and the affected state agencies.

The draft map was issued on November 5, 1998 to:

- 108 County Commissioners;
- 87 mayors;
- State Human Resource Investment Council;
- state agency heads;
- Private Industry Council chairs and their staff;
- School-to-Work contacts;
- Indiana Association of Cities and Towns,
- Association of Indiana Counties;
- Indiana Association of Regional Planning Councils;
- Indiana Economic Development Association;
- Indiana Association of Area Vocational Districts;
- Indiana Manufacturer's Association;
- State Chamber of Commerce;
- Indiana Association of School Superintendents;
- AFSCME;
- State AFL-CIO; and
- Presidents of the state post secondary institutions.

Comments were collected and discussed by representatives of the DWD, State Human Resource Investment Council, and Indiana Economic Development Council to arrive at a

final regional planning map that is indeed based on "labor market realities." In the interim, DWD staff compared WIA area designation requirements with population and performance history of SDAs under JTPA:

- Only one SDA was under 200,000 population: Western Indiana has 199,461.
- Only one area is a single unit of local government with a population in excess of 500,000: Marion County.
- All sixteen SDAs met the criteria for financial integrity.
- The following SDAs met the performance criteria required for automatic designation as a workforce investment area: Circle Seven, East Central, Kankakee Valley, Marion County, Northern, Northwest, South Central, Southeastern, Tecumseh, and Western.
- The following SDAs did not meet the performance criteria required for automatic designation as a workforce investment area: Hoosier Falls, Madison-Grant, North Central, Northeast, Shawnee Trace, and Southwest.

On November 25, 1998, Governor O'Bannon sent to each of the 16 Chief Elected Officials instructions for requesting Workforce Investment Area designation. The request had to be signed by elected officials representing at least 51% of the population of the proposed area.

All requests received by the State followed the same boundaries as the current SDAs, regardless of population or performance. Pursuant to the wishes of the elected officials, the state elected to grant temporary area designation to all areas for WIA purposes. However, the regional planning map will guide regional planning for the state's broader workforce investment objectives. The planning regions will be used to the extent possible to restructure administrative boundaries in the event an area fails to meet performance for two years under WIA.

The time-line under the Plan Development Process shows how the State Human Resource Investment Council was involved in the process of designating the local workforce investment areas. The council chair and executive director were participants in the meeting held in November, 1998. The map and rationale were presented to the SHRIC at their December meeting for comment. As indicated in this plan, the State Human Resource Investment Council will be Indiana's State Workforce Investment Board.

B.3.a.iii. *Describe the appeals process used by the State to hear appeals of local area designations. If any appeals were made, identify them and indicate the status of the appeal.*

All requests from local elected officials were honored, so no appeals were made. The following describes the appeals process.

According to the Workforce Investment Act (WIA) '116(a)(5), a unit of general local government (including a combination of such units) or grant recipient that requests, but is not granted, automatic or temporary and subsequent designation as a local workforce investment area may submit an appeal to the State Board under an appeals process

Indiana Appeals Process

- A. The unit of general local government or grant recipient has thirty (30) days from the mailing of a notice of denial of automatic designation under WIA '116(a)(2) or of temporary and subsequent designation under '116(a)(3) to appeal the decision and request a hearing.
- B. The appeal must be in writing and state the reasons the entity should receive the designation denied by the State Workforce Investment Board.
- C. The appeal must be sent by certified mail, return receipt requested.
- D. Failure to submit the appeal within (30) days from the mailing of the notice of denial shall result in termination of the entity's right to appeal the State Board's determination.

Procedural Rules for Hearings

A. Hearing Office:

Hearings will be conducted by either a DWD staff attorney serving as an Administrative Law Judge (ALJ) or by another attorney licensed in the State of Indiana who has been contracted by DWD to conduct such hearings.

B. Scheduling:

Within ten (10) days of receipt of the appeal, the Legal Department of DWD shall contact the appellant (appealing party) to set a hearing date which is acceptable to both parties. Once the hearing date is set, it will not be rescheduled without a showing of good cause.

C. Discovery:

The parties shall engage in informal rehearing discovery for the purpose of exchanging relevant information, and avoiding unnecessary delays in the proceedings. The ALJ shall have the discretion to resolve any rehearing discovery disputes.

D. Exchange of Witness and Exhibit Lists:

The parties shall exchange witness and exhibit lists at least twenty (20) days before the scheduled hearing.

E. Voluntary Withdrawal of Appeal:

The appellant may voluntarily withdraw the appeal upon written notice to the ALJ.

F. Involuntary Withdrawal of Appeal:

Upon notice to the appellant, the State board may submit a motion for involuntary withdrawal of appeal upon the appellant's failure to timely pursue its appeal. The ALJ shall rule upon such a motion upon twenty (20) days of receipt.

G. Representation:

Appellant may be represented, at its own expense and without the use of federal or State funds, by counsel or, unless prohibited by law, by another representative.

H. Witnesses and Evidence:

Both parties will have the opportunity to present evidence and witnesses and to cross-examine witnesses at the hearing. Evidence and witnesses will be limited to only those issues specified in appellant's request for hearing.

I. General Procedures:

Area designation hearings shall be conducted informally. Formal rules of evidence shall not apply. The ALJ has the discretion to exclude evidence that he/she determines is immaterial or redundant.

J. Conduct of Hearing:

The parties may make opening statements to advise the ALJ concerning the issues and to summarize the evidence to be presented. The parties are responsible for furnishing all information relevant and available to resolve the issues during the presentation of the case. The ALJ may elicit any testimony and information that may be necessary to discover the truth and to arrive at a fair decision. In examination of the witnesses, the party calling the witness is entitled to conduct initial questioning. Witnesses are subject to cross-examination by the other party and by the ALJ.

K. Transcript:

The proceedings shall be memorialized by a court reporter, the expense for which shall be borne by the appellant without the use of state or federal funds.

L. Close of Record:

All evidence must be submitted and argued, and the record must be closed, no later than fourteen (14) days following the first day of the hearing.

M. Final Decision:

The ALJ shall submit to the parties a written decision not later than thirty (30) days from the close of record date. This time frame may be extended for good cause, only with consent of both parties. The decision shall be comprised of findings of fact and conclusions of law that are based upon the application of relevant law to the facts. The ALJ's written decision shall constitute final state action.

Appeal of ALJ Decision

1. In accordance with '116(a)(5) and 20 CFR '667.640, a unit or combination of units of general local government whose appeal has not resulted in designation as a local workforce investment area may appeal the denial to the United States Secretary of Labor.
2. Such appeals must be filed not later than 30 days after receipt of written notification of the denial from the State Board, and must be submitted by certified mail, return receipt requested, to the Secretary, U.S. Department of Labor, Washington, D.C. 20210, Attention: ASET. A copy of the appeal must be simultaneously provide to the State Board.
3. The appellant must establish that it was not accorded procedural rights under the appeal process set forth in the state plan, or establish that it meets the requirements for designation in WIA " 116(a)(2) or (a)(3). The Secretary may consider any comments submitted in response by the State Board.
4. If the Secretary determines that the appellant has met its burden of establishing that it was not accorded procedural rights under the appeal process set forth above, or that it meets the requirements for designation in WIA " 116(a)(2) or (a)(3), the Secretary may require that the

B.3.b. Regional Planning

B.3.b.i. *Describe any intrastate or interstate regions and their corresponding performance measures.*

B.3.b.ii. *Include a discussion of the purpose of these designations and the activities (such as regional planning, information sharing and/or coordination activities) that will occur to help improve performance.*

Indiana is not one economy, but several unique regional economies. One of the Governor's priorities for workforce and economic development is development of these regional economies. The "State Readiness Analysis-System Infrastructure (3)(c)(ii) Local Workforce Investment Areas" section of this state plan describes the process by which the

Although there are 16 Workforce Investment Areas for administrative purposes, there are only 12 planning regions. Other state systems may be aligned with these 12 regions. We see the areas as only an administrative convenience for allocations, oversight, and federal performance measurement. Planning regions, however, are how Indiana will determine whether its state goals are being met for broad economic and workforce development.

Indiana has taken an innovative approach to local plan development for the one-stop system which recognizes both the importance of regional planning as well as the sovereignty of the Workforce Investment Areas. Areas that share a region will submit only one plan, which will contain sections concerning solely the individual areas, but also sections that pertain to regional issues. Joint submission will enable the area planners to review and utilize each others' labor market information, available resources, projected employment opportunities and skill needs, and leadership strategies. In the plan, the areas describe how they will coordinate provision of one-stop services, including transportation and other supportive services, so services are accessible across local area boundaries.

Regional planning will result in bench-marking broad performance measures that go beyond WIA youth, adult, and dislocated worker outcomes. Progress will be measured in terms of the increase in average value added per wage dollar in manufacturing; increase in employee wages; increase in private sector investments in the incumbent workforce; increase in the number of individuals with post secondary attainment, Certificates of Technical Achievement, and other recognized certifications; and other measures. Technical assistance is available to the boards to facilitate joint strategic planning. Establishing regional measures and achieving progress may make the boards eligible for additional state resources and/or incentive awards.

B.3.c.i. Selection of Service Providers for Individual Training Accounts.

Identify policies and procedures your State established for determining the initial eligibility of local level training providers, how performance information will be used to determine continuing eligibility (including a grievance procedure for providers denied eligibility), and the agency responsible for carrying out these activities.

The State of Indiana issued a "Policy for Determining Eligible Training Providers under Provisions of the Workforce Investment Act". Through DWD Communication #99-65. (See Attachment #3). This policy includes both policies and procedures for determining initial, subsequent, and continued eligibility, and an appeal process for training providers when a training program has been determined ineligible.

The State identified DWD as the agency responsible for coordinating the training provider eligibility process and for ensuring that the approved training provider list is compiled and published. This includes monitoring the local Board processes for compiling local training provider data and for the establishment of an Appeal process.

This policy is included in the State Plan as Attachment 3.

B.3.c.ii. Describe how the State solicited recommendations from local Boards and training service providers and interested members of the public, including representatives of business and labor organizations in the development of these policies and procedures.

To gather wide-ranging input from interested parties, the State facilitated workgroup meetings to make policy recommendations on determining eligible training providers. These sessions included representatives from labor, current JTPA administrative entities, private and public education entities, community-based organizations and various One-Stop partner agencies. Also, participation was open to the general public. Information on the plans to hold these sessions was posted to DWD's homepage, and various electronic and more traditional methods of volunteering for the workgroup were used. All volunteers were invited to the meetings and were sent notes/minutes from the meetings.

Two all-day meetings and a two-hour session were held to collect recommendations on training providers and training programs. Input was summarized and posted to DWD's homepage (also distributed to all workgroup members) with the opportunity for all interested parties to comment via e-mail, a bulletin board, and more traditional methods. Input from all parties was considered in writing DWD's first draft Policy for "Determining Eligible Training Providers". The draft was also posted to DWD's homepage for additional comments. (See above).

The State was, and continues to be, very open and active in soliciting input on this policy and the related procedures. Virtually all parties at local, state and even national levels had the opportunity to participate fully in development of the policy.

B.3.c.iii. How will the State maintain the provider list?

Initially the eligible training provider list will be maintained as a spreadsheet that is periodically updated and published in both a paper format and on the Agency's Web page. The frequency of the updates will be dependent on the amount of maintenance activity that occurs. We plan on republishing as needed, but not less than monthly.

Maintenance to the eligible training provider list will fall within one of two broad maintenance categories a) changes and b) annual renewal. Each are briefly covered below. Under our current manual system all changes, except those of a clerical nature must be initiated by the training

provider and processed through the appropriate WIB to the State. If clerical errors were made by the State during the data entry, the change does not need to be initiated by the training provider. Correction of these clerical errors may be initiated by the State.

Indiana is in the process of developing an automated Consumer Reporting System (CRS). Implementation is scheduled for March 2000. The eligible training provider list will be a product of the CRS. All entry and change activity will be the responsibility of the training provider. The WIB and State will be responsible for reviewing and approving the training program both initially and after changes have been made.

The State will be responsible for initiating notices to existing training providers to notify them of the need to renew training program data. If the training providers do not update their training program data, the program will be inactivated and will not appear on the eligible training provider list. The training provider will receive a second notice advising them of the removal and reminding them that they can still renew the application.

B.3.c.iv. What performance data will be available at every One-Stop center?

Training providers will be required to furnish the local Boards with the following information on each training program for which they make application for initial eligibility as a training provider.

For all Training Participants:

- Program Completion rates.
- Percentage of participants that obtain unsubsidized employment.
- Percentage of participants that obtain unsubsidized employment in a related occupation.
- The wages at placement in employment.

If the training program is new at the time of application, the local Board with the approval of the state may waive these data requirements.

On an annual basis, the training providers must file renewal applications to continue as an approved training provider. They will have to provide updated information on the items listed above and at that time they must also supply performance data on their training participants who received WIA assistance. These additional data are listed below.

For all Training Participants who receive WIA assistance:

- Percentage of participants that completed the program and obtain unsubsidized employment.
- The retention rate in unsubsidized employment for participants who have completed the training program, six months after the first day of employment.
- The wages six months after the first day of employment.
- The rate of licensure or certification, or attainment of academic degrees or equivalents, or attainment of other measures of skills, of the graduates.

The State plans to make all performance data collected through the training provider application process available to WIA-job seekers assessed as needing training services.

As a long range strategy, the State will have consumer information on educational and training programs available on all programs, not just those in demand or likely to be used by WIA participants. This long-range strategy will provide performance data on all training and educational programs to all educational/training consumers, not just the WIA participants.

After WIA performance data becomes available following the first full year of implementation, each One-Stop center will also post the area's WIA performance

B.3.c.v. Describe the State's current capacity to provide customers access to the statewide list of eligible training providers and their performance information.

The State currently provides the statewide list of eligible training providers through a paper listing that is available in all of our One-Stop Centers and through a PDF (Portable Document Format) document on our web-site home page located at <dwd.state.in.us/policy>.

Indiana has recently completed the requirements definition and system design for an Internet-based consumer reporting system that will allow electronic entry of training programs by providers, a review process for both the local Workforce Investment Boards and the State, and search, view and comparison capabilities for the general public. This system will replace the paper listing currently being used, but a similar listing will be available through the new system to augment the automated system. A vendor will be selected for development and implementation of the system. The target for implementing the system is March 2000.

B.3.c.vi. Describe the process for removing providers from the list.

There are four specific situations that can result in the removal of a training provider from the list of eligible training providers -- Expiration of Eligibility Period, Nonperformance, Inaccurate Information, and Noncompliance. Each situation is described below.

Expiration of Eligibility Period –

At the time of application approved training providers will be given an expiration date. To remain on the list after the expiration date will require the training provider to reapply (subsequent eligibility determination). If the training provider does not reapply, it will be removed from the training provider list. Removal from the list under this condition will be performed by the State as a maintenance activity. A notice will not be sent to the training provider since this is a normal expiration process.

Nonperformance –

If the training provider does not meet the performance standards established by the state, the training provider will be removed from the list. The local WIBs, based on state performance standards and performance data submitted by the training provider, would usually make this decision. This will be determined at the time of application and re-application. The training provider will be issued a notice informing them of their removal and the reason for the removal. The notice will be an appealable document.

Inaccurate Information –

If it is determined that the training provider intentionally supplied inaccurate information for the purpose of becoming an approved trainer, the training provider will be removed from the list. The Oversight Division of DWD will make the determination that a training provider intentionally supplied inaccurate information. The training provider will be issued a notice informing them of their removal and the reason for the removal. The notice will be an appealable document.

Noncompliance –

If it is determined that the training provider substantially violates any requirement under the Workforce Investment Act, the training provider will be removed from the list. The Oversight Division of DWD will make the determination that a training provider substantially violated a requirement of the Workforce Investment Act. The training provider will be issued a notice informing them of their removal and the reason for the removal. The notice will be an appealable document.

B.3.d. *What is your State's current capacity to deliver high quality employment statistics information to customers--both job seekers and employers--of the One-Stop system? Your response should address the products that have been developed as part of America's Labor Market Information System, the Bureau of Labor Statistics Federal-State cooperative statistical programs, and other State generated employment statistics.*

The Department of Workforce Development provides a variety of venues for obtaining employment statistics. The Department maintains its own home page within Access Indiana B the State=s main web site, and Labor Market Information (LMI) can be accessed from the site. LMI=s menu offers easy access to labor force, industry, occupation, and related demographic information. The LMI Section maintains an automated fax retrieval system, INFOFAX, which provides immediate access simply by ordering documents from a telephone.

Local Labor Market Analysts are strategically located in nine metropolitan areas around Indiana and are capable of fielding requests from customers. Local analysts provide one-on-one technical support for data requests and are capable of producing customized reports per customers= requests. LMI publications are also available by mail and can be found in local office IRAs.

LMI products, developed in conjunction with Americas Labor Market Information System (ALMIS), provide some of the more useful information of primary interest to customers. These products include long and short-term industry and occupational projections, occupational employment and wage data, and labor market supply and demand information. Information is provided for Statewide Indiana as well as prominent substate areas including Metropolitan Statistical Areas and the Workforce Investment Regions. The backbone of information provided includes labor force statistics and industry employment from both the Current Employment Statistics program and the Employment and Wage ES-202 program.

DWD-LMI goes beyond basic data sets to provide labor economic descriptions of local labor markets. The County Highlight series provides a quick overview of the employment situation for each of Indiana's 92 counties and includes a ten-year time series analysis of employment trends. The local labor market analysts compile monthly labor market letters and other material that describe ongoing employment changes affecting local labor markets. Local analysts also compile information describing available local employment and the marketable attributes of available applicants to assist job seekers looking for work and employers seeking applicants. Affirmative Action information is provided as a service to employers for completing their EEO profiles.

DWD-LMI is continuously seeking ways to improve and expand employment data to better inform customers regarding employment conditions. The LMI web site is currently in the early planning phase for a complete overhaul that will enable customers to obtain more information and obtain it in a format compatible with the customer's own database. The enhanced web site will make use of the ALMIS Database, currently being developed, and will also include many other related labor economic items such as educational consumer reports and information regarding Indiana occupational licensing requirements.

B.3.e. Describe how the work test and feedback requirements (under 7(a)(3)(F) of the Wagner-Peyser Act) for all UI claimants are met. How is information provided to the UI agency regarding claimant registration, claimant job referrals, and the results of referrals?

Indiana does not have a "UI agency." UI is administered by the Department of Workforce Development staff, funded by UI, through the One-Stop system.

Indiana requires all claimants to engage in an active work search for each week of benefits claimed, unless specifically granted a work search waiver. Waivers are granted for claimants who demonstrate specific job attachment, hold active membership in a union hiring hall, or are enrolled in approved training. All other claimants are required to register for work with the One-Stop system within four weeks of initial claims filing. UI benefits may be put on hold when the claimant fails to register by the end of the four-week period. Claimants are notified of the potential hold that may be placed on their UI benefits and advised to register for work in a timely manner.

Utilization of the Customer Self-Service System (CS3) ensures timely work registration for new claimants because CS3 electronically links work registrations with claims for unemployment benefits. Due to this linkage, CS3 has become an effective tool in reducing the number of unregistered claimants.

Reports are generated that notify One-Stop staff of all applicants failing to register for work within the established time period. In addition, generated reports notify staff daily of claimants who are placed in employment, fail to respond to call-ins, refuse referrals to suitable work, fail to report for scheduled interviews, and refuse offers of suitable work. One-Stop staff use these reports to advise claimants of the need to register for work and of potential issues on their claims. Fact finding is initiated based on the automated report to detect potential unemployment issues and barriers to work.

Claimants who use CS3 to refer themselves directly to available job openings will not be sanctioned unless they fail to contact the employers about available, suitable work. This information is available through a CS3 generated report.

B.3.f. Describe how the Wagner-Peyser staff participate in the conduct of the Eligibility Review Program reviews. Describe the follow-up that occurs to ensure that UI eligibility issues are resolved in accordance with section 5(b)(2) of the Wagner-Peyser Act.

An important aspect of the workforce development system is to minimize UI payments by moving unemployed workers quickly back into the workforce, into a position that is consistent with their skills and experience. Using reports available through the CS3, One-Stop staff will be able to identify, through scheduled interviews or random selection of non-job attached claimants, individuals who have not returned to work in a reasonable period of time.

One-Stop staff will perform in-depth reviews of the selected claimants= CS3 applications, on an item by item basis, with an emphasis on correcting any inconsistencies with the applications that may restrict the ability of the claimants to match with job orders. Barriers that may make it more difficult for the claimants to secure suitable employment will be identified, reviewed with the claimant, and remedies proposed.

The remedies may include, but are not limited to, adjustment of skill sets (which is the matching criteria of the CS3), preferences (e.g., hours of work, locations available, and wage expectations), employment counseling, labor market information, and possible referral to support agencies or training. One-Stop staff will plan a follow-up either through a case-management system or by entering a future scheduled interview date in the UI system. Potential eligibility issues that may be uncovered during this process will be referred immediately for proper adjudication.

C. Assessment of Strengths and Improvement Opportunities

C.1. In sum, how closely aligned is your current system to your vision? Assess your current system's ability to meet the customer and economic needs identified above. What are your key strengths? What weaknesses will you need to address to move forward? Describe any opportunities or challenges to achieving your vision, including economic development, legislative, or reorganization initiatives anticipated that could impact on the performance and effectiveness of your state's workforce investment system.

C.2. In moving your current system towards your vision, what are your State's priorities?

The State's assessment also included an analysis of the One-Stop system. The first paragraph in the plan under C.1. Identifies our strengths as including our long history of collocation, joint and cross education, information sharing, and cost sharing; the implementation of the Customer Self-Service System (CS3); Information Resource Areas (IRAs) within each One-Stop; and the fact that universal access has always been a feature of all our One-Stops. The attachments to the plan also included a baseline analysis of the participation of the required partners in all the current

offices of the system. The One-Stop centers are clearly identified in the attachment. In general, youth programs will be enhanced and expanded over a 5 year period so young people will have the resources and skills they need to achieve and maintain self sufficiency.

Challenges faced for the development of the future workforce in Indiana are outlined in Section II.A. (Pages 14-15) of the State Plan.

The 1999 Indiana General Assembly established an Indiana Youth Development Charter Committee under the State Human Resource Investment Council (SHRIC -- WIA State Council). The Youth Development Charter Committee will:

- 1) review and make recommendations to the SHRIC and then the Governor and legislative council regarding any unmet need for youth development programs;
- 2) consider problems affecting youth and recommend solutions or approaches to the problems to State and local government officials;
- 3) conduct an asset and needs assessment of current youth development programs, including governmental programs that promote positive development;
- 4) provide opportunities for youth involvement in the work performed by the committee;
- 5) develop guidelines for the establishment of positive youth development programs based on a consideration of the following:
 - (a) individual and community capacity for change;
 - (b) community structures and resources that enhance supports of and opportunities for youth development;
 - (c) barriers to accessing supports and opportunities for youth;
 - (d) outcomes of current youth development programs regarding youth as:
 - (i) individuals; and
 - (ii) members of their communities;
- 6) promote youth development activities that ensure that youth thrive and become competent, useful, and empowered and develop a sense of belonging; and
- 7) be diverse in representation.

The State Plan also identified weaknesses of the system as including the system's ability to move to a "work first" environment; maintaining investment in training rather than losing funds to universal core services support; inexperience in dealing with incumbent workers; the mismatch in planning and operational boundaries; development of system-wide outcome measures; and broadening the role of the WIBs.

Our vision for the system includes common outcome measures across programs; increasing skill credentials; upgrading the skills of employed individuals; and aligning planning regions among multiple "systems" and programs. Progress in the development of the future workforce (i.e. includes Indiana's priorities for youth) will be measured as outlined in Section II.A. (page 14) of the State Plan.

IV. Strategies

A. Leadership

How will you overcome challenges to align your current system with your vision? How will the State implement WIA's key principles of local flexibility and a strong role for local Boards and for businesses? In your discussion, you must address the following required elements:

A.1. *Describe the steps the State will take to improve operational collaboration of the Workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A), at both the state and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.) How will the State Board and Agencies eliminate any existing State-level barriers to coordination?*

The State of Indiana has been engaging in collocation and collaboration between local employment and training programs since 1985. WIA will help us continue this effort by bringing more partners into the system and requiring that the core services of each partner be made available through the system.

As mentioned in many other parts of the plan, our Wagner-Peyser and JTPA services were collocated locally beginning in 1985 and functionally merged at the state level that same year. Since the beginning of our One-Stop grant in 1995, the SDAs and DWD have actively sought to collocate with other employment and training services. Please see Attachment #7 for a complete listing.

We are also encouraging joint case conferencing in the One-Stop system. Two offices of the state recently piloted two different joint approaches for Wagner-Peyser, Vocational Rehabilitation, JTPA and TANF to triage the clients and address the needs of individuals who come into the system. One workforce investment area is proposing that no agency will have an independent job development function. Rather, a team staffed by DWD, Vocational Rehabilitation, WIA staff, and IVY Tech will do job development together. Aside from the local Workforce Investment Board, MOUs are a primary vehicle to define and encourage local collaboration. We are requiring that local MOUs will identify how partner services will be available through the One-Stop system. We are also requiring local partners to describe how individuals will be referred between partners. It is our preference as a state that these referrals be of high value to the client so they may get the services they need as quickly as possible. A high value referral would be immediate on-site access to the services of the appropriate partner. A low value referral would be a brochure or directions to another office.

The State Human Resource Investment Council, which serves as our SWIB, will take the lead in defining strategies for our One-Stop workforce investment system. We have also created a WIA Steering Committee (which is described elsewhere in the plan) made up of state level administrators of WIA One-Stop partners and members of the Governor's staff. Significantly, the committee has developed an MOU for its membership to promote cross-education of state and local staff, coordination of local resources, common evaluation of

performance, and the development of systems of common intake.

Operational collaboration will be significantly improved when CS3 is made available to all partners and the public via the internet. We will be working together to make more of our systems and data accessible between partners.

A.2. Describe how the State will assist local areas in the evolution of existing local One-Stop delivery systems. Include any statewide requirements for One-Stop system, how the State will help local areas identify areas needing improvements, how technical assistance will be provided, and the availability of state funding for One-Stop development.

Basic Principles for One-Stop system design are in Attachment #9.

The DWD Evaluation Unit and the Lifelong Learning Institute's Regional Training and Support Unit are teaming up to conduct Quality Reviews of the state's current One-Stops (the Workforce Development Centers). Feedback from these reviews will be used by DWD Field Operations and Program Development Division to work with the field to make necessary changes and improvements. It will also be used by the Lifelong Learning Institute in developing training and information sharing sessions relevant to WIA and One-Stop. As the WIA One-Stop system develops and evolves, these reviews will focus on the additional partners and One-Stop customer service guidelines.

Three key areas where the Lifelong Learning Institute will look to expand are:

- Providing joint training and capacity building opportunities with WIA partners.
- Continuous improvement training.
- Assisting in developing forums of WIA partners, One-Stop Operators, and others (to facilitate coordination, joint implementation strategies, performance expectations, and so forth).

For One-Stop development, Indiana committed the following from State funds for PY >99:

- \$615,000 to increase the number of counselors in the One-Stop centers. The funds are contracted to WIBs.
- \$400,000 to expand the capacity to perform UI profiling at the One-Stops.
- \$250,000 to provide additional capacity for rapid response. These funds are currently contracted to the State AFL-CIO, which is required to coordinate with State and local rapid response coordinators.

A.3. How will your State build the capacity of local Boards and youth councils to develop and manage effective programs?

DWD's Field Operations and Program Support Division and the Lifelong Learning Institute will work together to develop information sharing forums and training opportunities for local Boards and Youth Councils.

DWD will work closely with the Association of Workforce Investment Boards, and seek their input on capacity building needs and training/technical assistance that is provided.

The Steering Committee of the Lifelong Learning Institute includes current Board staff. Under JTPA, Indiana has had a successful Youth Forum which meets regularly. Under WIA this concept will be continued.

A.4. *Describe how any waivers or workflex authority (either existing or planned) will assist the state in developing its workforce investment system.*

Indiana will seek a waiver to administrative cost limitations to ease the establishment of independent board staff. Additional waivers may be sought as needs are identified.

B. Services *How will you meet the needs of each of the major customer groups identified in Section III? How will the State implement WIA's key principles of streamlined services, empowered individuals, universal access and improved youth services?*

Meeting the needs of customer groups:

One of the best innovations of WIA is how it increases the capacity of local One-Stop systems to serve a broad range of customers. This capacity derives from the expanded partner base in the WIA One-Stop. Indiana's One-Stop workforce investment system will meet the needs of its major customer groups by maximizing the use of One-Stop partner resources. We will take advantage of the strengths of each of the One-Stop partners to provide appropriate core services to the individual client.

While our One-Stop system has already made progress in serving these groups, the One-Stop system under WIA will help us serve them better and more comprehensively. For example, while all of our offices are in compliance with the Americans with Disabilities Act (ADA), an enhanced relationship with Vocational Rehabilitation services will make sure that our services are as appropriate for people with disabilities as our buildings are accessible.

Likewise, services will be better provided to older Americans when delivered in partnership with Title V organizations. The addition of One-Stop partners who provide services to specific groups will ensure advocacy for appropriate core services in the one-stop centers for every customer group from each One-Stop partner.

The results of services to our customers will be tracked in our performance management system and reported in our annual report.

As described throughout this plan our initiative in School-to-Work, certificates of Technical Achievement, Work Keys, and incumbent worker training will address specific needs of our major customer groups. The IRA, improved labor market information and consumer report will also address the need outlined in Section III.

Implementation of the key principles of WIA:

The State and local areas will implement the key principles of WIA by using the authority within WIA to further advance many initiatives that we have already been implementing. Collocation has been happening all over the state since 1985. To move beyond collocation and toward blended services, we are working with our state TANF agency in two locations on a shared application and case management process. We will expand this process to other partners and in more locations around the state.

CS3 will be a common job placement tool used across all systems. Currently it is available only in DWD workforce development centers. But in the future we will make it available to all partners and all locations. This will allow customers and employees to use the same high-quality tool regardless of where they enter the system or where they work. In the immediate future, employers will be able to enter job orders and search for matches from their own offices via the internet. Eventually, CS3 will be available to anyone from anywhere via the internet.

Individuals will be empowered by the use of CS3, the enhanced availability of core services, the use of individual training accounts (ITAs), and the individual resource areas (IRAs) in the one-stop centers.

- CS3 is designed to be used without staff assistance. We will encourage all individuals with sufficient ability to do so. As noted above, we will make CS3 available virtually everywhere.
- Core services will be available to more people as the core services of the One-Stop partners are brought into the One-Stop system. Customers with targeted characteristics or needs will be served more appropriately with specific partner resources.
- The IRA provides a core service--but deserves special mention. IRAs are available to anyone wishing to research a career, or access highly usable labor market information. All IRAs are staffed so that customers receive full benefit of its resources regardless of their skill level or handicap.
- Individual Training Accounts (ITAs) will allow customers to choose training that best meets their needs and achieves their desired outcomes. Please see our ITA policy in Attachment #3.

All One-Stop partners will make their services accessible through the One-Stop system. Criteria for determining "access" will be established at the local level in consideration of both the local area resources and the needs of the individual. Level of access may be affected by geography, number of staff in the region, and available resources, and therefore may even vary from One-Stop center to another within the same region. It is important that the unique needs of the individual be considered as well.

An informational brochure about adult education may not provide sufficient access for someone who is illiterate; a computer linkage may not provide sufficient access to vocational rehabilitation for someone who is blind. Local areas should consider multiple ways to provide access to each service or program. The Memorandum of Understanding (MOU) between the Workforce Investment Board (WIB) and the partners will describe how services will be made available and coordinated. MOUs will be living documents that can be amended at any time, as partners locally work toward increasing levels of service integration.

Core services are available to all individuals. Previously, only Wagner-Peyser funds could be used to provide labor market information and labor exchange services for any employer or job seeker without regard to specific program eligibility. WIA expands the concept of universal access to all core services provided through the One-Stop system. The combination of Wagner-Peyser funds and funds from WIA may result in an expansion of accessibility to core services. Any core services provided through other funding sources will supplement Wagner-Peyser-funded services, and not supplant any Wagner-Peyser-funded services provided by Wagner-Peyser staff.

Accountability will be increased at the local area by the performance measures mandated by Congress and USDOL. WIBs and local elected officials will take an active part in managing these standards as they are required by WIA.

We have actively engaged local elected officials in the planning for the WIA implementation. Local elected officials will have the authority to negotiate performance standards and to work with WIBs to ensure the standards are met.

The State of Indiana believes strongly in local solutions to local problems, a belief reinforced through the work-groups of local one-stop partners, local elected officials, and other stakeholders. In each of these groups, local area representatives requested that the state not place additional requirements on local one-stop systems.

For example, local elected officials felt strongly that workforce investment areas (WIAs) should coincide with the current service delivery areas (SDAs) under JTPA. Even though our Governor is a proponent of governance being aligned by labor market, we have honored the wishes of the local elected officials. We have adopted regional planning districts as a compromise. Further, the State of Indiana will honor the desires of WIBs as they decide on how WIA funds will be devoted to core, intensive, and training services.

Business already has a large role in Indiana's workforce development system through its leadership role on PICs and membership on the SHRIC. This role will expand as we implement WIA and create our one-stop workforce investment system. Business will have membership on the incumbent worker councils for development of currently-employed workers.

Also, the work-first philosophy of WIA will engage employers in the design of training services in ways that JTPA did not. For example, through the workgroup process, many local areas stated the desire to re-energize on-the-job training and customized training for employers. And, the incentive to continue training and supporting clients after job placement will engage business as the One-Stop system helps workers increase earnings. Employer IRAs are a new One-Stop feature, which private sector members of the WIBs can help us grow.

Finally, Indiana intends to maximize the WIA dollars available for innovative incumbent worker strategies. Our business development specialists will be working hand-in-hand with

business to maximize the skills of current workers by developing criteria for Certificates of Technical Achievement.

Services to youth will be improved as local areas use the increased flexibility in WIA to decide if their programs will focus on employment and training, or academic enrichment, or leadership development. WIB Youth Councils will decide this based on the particular needs of their areas and of the youth they serve.

The regulations reiterate the statutory language that provides State and local boards with the authority to determine the criteria to be applied when making the determination that there are sufficient funds available so that the priority is not in effect. Indiana is taking advantage of that statutory and regulatory authority to establish the following criteria: Funds are not limited if there is another resource that is available and more appropriate and enrollment can be accessed by the person. Additionally, we are defining criteria for limitation in terms of the funds available to meet the training needs of targeted populations relative to the amount of funds available to train individuals of non-targeted population. Each WIB must indicate in its local plan how it determined whether or not funds are limited and the priorities that would apply.

This does not mean that targeted customers will not be served. CS3 will be used to capture data on all customers of the system and track their success in benefiting from core services. Those who do not benefit, can not benefit, or request additional services, will be assessed to determine which community resources will best meet their needs. This may be WIA, additional Wagner-Peyser services, or referral to one of the partners or another community resource.

The ultimate success of the referral will be evident when CS3 registrants are run against UI wage records.

One-Stop centers must track and follow-up on referrals. MOUs describe the coordination and information sharing arrangements. We are looking to the system to serve all customers, not just the ability of WIA to serve all customers. Looking at the totality of resources available, One-Stop operators must direct customers to the resources most suitable for their needs.

Indiana has a major initiative underway to enhance integration, not just collocation in the One-Stops. The initiative includes TANF in the Division of Families and Children (DFC). Also, Indiana proposes to measure system outcomes that will foster greater cooperation among programs.

B.1. *Describe the types of employment and training activities that will be carried out with the adult and dislocated worker funds received by the State through allotments under section 132. How will the State maximize customer choice in the selection of training activities?*

With the allotments under section 132, Indiana will deliver employment and training activities in a single, customer-focused, user-friendly service system at the local level. For both types of clients, there will be three levels of services: core, intensive, and training.

We will apply the "work-first" approach to service delivery to ensure that the most jobready individuals use up-front services such as job placement before accessing more intensive services or skills training.

Core Services are:

- Determination of eligibility for services;
- Outreach, intake (which may include worker profiling), and orientation to the One-Stop system;
- Initial assessment;
- Job search and placement assistance, and career counseling;
- Provision of labor market information;
- Provision of information on:
 - eligible training providers;
 - local performance outcomes;
 - One-Stop activities;
 - filing claims for Unemployment Insurance; and
 - supportive services;
- Assistance in establishing eligibility for Welfare-to-Work and financial aid assistance; and
- Follow-up service.

Core services will be available to all individuals. The combination of Wagner-Peyser funded services and funds from WIA should result in an expansion of accessibility to core services. (Any core services provided through non-Wagner-Peyser funding will supplement Wagner-Peyser funded services and not supplant any Wagner-Peyser funded services provided by Wagner Peyser staff).

Intensive Services are:

- Comprehensive and specialized assessment of skills levels (i.e., diagnostic testing);
- Development of an individual employment plan;
- Group counseling;
- Individual counseling and career planning;
- Case management; and
- Short-term prevocational services.

Intensive services may be provided to adults and dislocated workers who are unemployed and unable to obtain employment through core services, if the One-Stop operator determines that the individual is in need of more intensive services to obtain employment. Adults and dislocated workers who are employed, but who are determined by the One-Stop operator to be in need of intensive services to obtain or retain employment that allows for self-sufficiency are also eligible to receive intensive services.

To receive intensive services, an individual must, at a minimum receive an initial assessment. The decision to provide additional core services may be made on a case-by-case basis at the local level depending on the needs of the participant. The initial assessment, which results in a determination of a need for intensive services, will be documented in the participant's case file.

Training Services are:

- Occupational skills training, including training for nontraditional employment;
- On-the-job training;
- Programs that combine work place training with related instructions, which include cooperative education programs;
- Private sector training programs;
- Skill upgrading and retraining;
- Entrepreneurial training;
- Job readiness training;
- Adult education and literacy activities in combination with other training services; and
- Customized training conducted with the commitment to employ the individuals upon successful completion of the training.

Individuals who have met the eligibility requirements for intensive services and are unable to obtain or retain employment through intensive services may receive training services consistent with a service plan developed in intensive services.

Indiana's underlying principle of the provision of training services is customer choice. Through Local WIBs, the State will compile a list of eligible training providers that meet levels of performance as set by the Governor and the WIBs. Individuals may choose any provider from the list of approved providers, whether or not the provider is located in the local area where the individual resides.

Training will geared toward the economic development needs of the region. Training funded by any partner except Vocational Rehabilitation will be prioritized for occupations in demand in the labor market, or in a labor market to which the trainee is willing to move and has a plan for moving. An occupation in demand includes a job for which there is ordinarily limited demand, but the individual has a bona fide job offer contingent upon completion of training.

Training funded by any partner will build on existing skills first. That is, if an individual may be trained for a good job more quickly and economically by building on existing skills, that will take precedence over training the individual for an entirely new occupation. However, if the individual's existing skills will not lead to self sufficiency in a demand occupation, the customer will be helped to utilize transferable skills in a new occupation. Customer choice applies to how and where training is provided. Although the customer's interest will be taken into consideration in developing existing skills, the demand of the labor market and limited training dollars take precedence.

The state's 15% set aside will be used for the following purposes:

Mandatory activities:

- Disseminating the list of eligible providers.
- Conducting evaluations of activities in coordination with local boards in order to establish and promote methods for continuously improving programs in accordance with 136(e).
- Providing incentive grants to local areas for regional cooperation among local boards (including local boards for a designated region as described in 116(c)), for local coordination of activities carried out under WIA, and for exemplary performance by local areas on the performance measures. We are proposing no incentive awards for PY 98 performance from WIA funds. The first incentive award would be for PY 99 WIA performance taken from PY 2000 dollars.
- Providing technical assistance to local areas failing standards. No areas will have failed WIA performance in PY 98, so no funds will be set aside until PY 2000, when the first of year of performance will have been completed.
- Assisting in the establishment and operation of the one-stop system in accordance with the strategy described in the state plan. This may include purchasing materials for IRAs, signage changes and marketing, making CS3 internet based, and so forth.
- Operating a fiscal and management accountability information system.

Permissible Activities

- State administration (max 5%)
- Capacity building and technical assistance
- Innovative incumbent worker projects

B.2. *How will the services provided by each of the required and optional one-stop partners be coordinated and made available through the one-stop system? Be sure to address how your State will coordinate Wagner-Peyser Act Funds to avoid duplication of labor exchange services.*

A One-Stop center will provide access to the applicable core services of each partner.

Access may be made available through:

- Co-locating personnel at the center.
- Cross-training staff to provide the partner=s core services.
- Cost reimbursement or other agreement between service providers and the partner to provide the partner’s core services.
- Provision of appropriate technology.

At a minimum, “access” means that the customer does not have to go to any other physical site to obtain the applicable core service. Referral agreements or provision or information about the partner’s locations and services will not suffice. MOUs will indicate which of the methods listed above will be utilized and how services will be coordinated.

In the “work first” environment, CS3 will be the primary starting point for customers of the One-Stop. It not only provides the entry point for labor exchange, but allows the individual to “register with the system”, DWD runs the SSNs of CS3 registrants against the UI wage records to track performance. If all customers (including those who are subsequently enrolled in partner

programs) are registered in CS3, then we can actually track *system* outcomes, not just Wagner-Peyser outcomes.

A self-service/informational activity is defined as: Anyone can request and get the service. There is no selection process involved; no screening, no prioritization. The customer does not have to be determined “appropriate” to get the service. It is available at regular times and locations.

A customer entering data into CS3 is not “registering” for core services or labor exchange. Rather, the individual is signing up for the one-stop and all its associated open-access informational services. A screen is being prepared for CS3 which allows the customer to electronically acknowledge permission to share information among the partners of the system to assist in his/her education, career, and job development needs. Use of CS3 allows for *system* measures of customer satisfaction, employment, and earnings gains that cut across programs.

Essentially, all core services are self-service/informational with the exception of follow-up. Here’s how the client flow and point of registration might look that demonstrates how partner services will be coordinated:

1. Individual enters office. Is greeted, asked about desired services, and assisted in accessing appropriate points in the office.
2. Applies for one-stop services through CS3. Might also utilize the open-access Information Resource Area, look at job bulletin board, sign up for a manufacturing readiness workshop, and so forth.
3. a. Gets a job through core services. UI wage data will demonstrate employment and earnings. Customer satisfaction will be measured through CS3.
b. Doesn’t get a job through core services. Every area will define in local policy what it means not to be able to get a job through core services. This could be defined through:
 - time duration. E.g., an individual doesn’t get matched or employed within 4 weeks. Elements the area needs to consider: duration period; expectations for utilizing additional core informational services (e.g., attendance at workshops), and whether all individuals who don’t match in the time period are contacted, or only those meeting a certain profile. Criteria might include earnings lower than that needed for self-sufficiency; exclusion of those who are only interested in working for a single specified employer; individuals who lack any skill for a single specified employer; individuals who lack any skill credentials; and so forth. This is the first step in determining who gets registered for intensive services either in WIA and/or through additional partners. A “Crystal Reports” is a mechanism one-stop operators may use for querying CS3 for specialized reports of individuals having certain characteristics.
 - meets a certain profile. Some individuals shouldn’t have to wait a certain time period to access intensive services. Crystal Reports could be used to generate a list of persons on a regular basis who have certain characteristics which are indicative of being unable to benefit

from core alone. E.g., individuals aged 55 or older with less than a high school education; individuals on public assistance; individuals with disabilities; etc.

- requests additional services. The person asks for referral to a partner or for more intensive activity. No time duration would be necessary.

4. Eligibility and appropriateness determination for intensive services. An individual who requests other services or meets a certain profile or time duration may not necessarily be appropriate for WIA (or other partner service). The individual at this point may be given a more in-depth assessment as part of the core service of determining whether or not he/she is eligible for WIA. The various WIA-required data elements could be collected at this point for PMIS purposes. It is at this point that prioritization would be done if necessary due to limited funds. Local areas must develop criteria for prioritization. Priority rankings do not mean that ONLY those prioritized may be served, but that they must be given first consideration. A priority ranking scale could include weighted items for things like: is not making a “living wage” relative to family size; is interested in pursuing a job that is in critical demand in the regional economy; veteran, disabled; single parent; less than a high school education, etc. These rankings would be *in addition to* the priorities the State established in the State plan.
5.
 - a. Determined not eligible or appropriate for intensive services. The person would be referred to additional informational services, such as workshops, either within the one-stop or elsewhere in the community.
 - b. Determined appropriate for intensive services through one or more partner resources. The one-stop operator then determines whether the individual would be:
 - **registered** for WIA to receive intensive services; and/or connected with a partner(s) for further eligibility and appropriateness .
 - **assessment**. Intensive services and training do not have to be paid with WIA funds. The intensive services could be paid for by Wagner-Peyser (e.g., job development and counseling) and the training could be paid for by Pell and Vocational Rehabilitation. WIA might only be paying for case management. The individuals’ outcome would be reported in both WIA and Wagner-Peyser performance and that of any relevant partner. Earnings gains and retention will be measured through UI wage records against CS3 registrants, which will show system success regardless of which funding source ultimately pays for any of the additional services.
6. Enrolled in WIA or a partner or other community resource.
7.
 - a. Gets a job through intensive services. UI wage data will demonstrate employment and earnings regardless of which funding source paid for intensive services.
 - b. Doesn’t get a job through intensive services. The process is like that for moving from core to intensive with regards to duration, profile, or request.
8. Eligibility and appropriateness determination for training. The One-Stop operator and/or partner that provided intensive services will determine if the person is eligible and appropriate for training. Prioritization will be used as in intensive.

9. Enrolled in training through WIA or any other partner or funding source.
10. a. Obtains job after training. Follow-up services provided for 12 months.
 - b. Doesn't obtain or retain suitable employment after training. The individual will be re-assessed for additional core, intensive, and training services.

With regards to non-duplication of labor exchange, Indiana promulgated state rules several years ago that indicates Wagner-Peyser services are to be provided solely by state merit employees to the full extent that funds are appropriated under the Wagner-Peyser Act, with no duplication of services by other entities. The rule further states that labor exchange services may be provided by non-departmental employees using non-Wagner-Peyser resources if Wagner-Peyser funds are insufficient to permit departmental employees to provide all the necessary and required services.

B.3. *Describe how the funds will be used to leverage other federal, state, local, and private resources. Specify how the state will use its 10 percent funds under section 7(b) of the Wagner-Peyser Act. Describe and provide examples of how these coordinated and leverage funds will lead to a more effective program that expands the involvement of businesses, employees, and individuals.*

Leveraging of Additional Funds

Strategies for leveraging of other federal, state, local and private resources include the following:

- Individual Development Accounts (IDAs) are being promoted through Welfare- to-Work funds and Indiana Department of Commerce IDA accounts administered through Community Development Corporations with state funds. IDAs leverage personal investments in lifelong learning.
- Local entities are required to provide the match necessary for Welfare-to-Work.
- State Workforce Investment Now funds that are used for training incumbent workers in danger of losing employment require \$2 of cash or in-kind match for every \$1 of grant money. The match can come from the employer or any other local source.
- The State Dislocated Worker Unit has been directed to encourage that at least 10% of the cost of dislocated worker projects (Governor's Reserve or state funded) come from nonfederal and non-state resources.
- Communities may submit requests for state funds for sustainable lifelong learning networks. DWD (using Wagner-Peyser 7b funds) and Indiana Department of Commerce both provided resources to match private sector and community foundation dollars to develop a Learning Network in Clinton County to coordinate and facilitate workforce training, adult education, and workforce assessment programs in Clinton County. The Network will become self-sustaining through membership and user fees by year four. The committee that developed the project included representatives from the One-Stop center in the region. A similar effort is underway in Jackson County, where School-to-Work dollars are being used to match private and local funds. We plan to challenge more communities to develop such initiatives.
- Legislation has been proposed to provide tax credits for employers who assist employees

in obtaining skill certifications, including degrees, Certificates of Technical Achievement, and GEDs. This will leverage private sector funds into skill development.

- Fee-for-Service options are already available in some areas and are being developed in others. A pilot is currently underway in the One-Stop center in Evansville to implement "Work keys", which will become self-supporting through fees. Job profilers for the Work keys project will be both state merit staff of the DWD and local WIA staff.

Wagner-Peyser 7b for PY 99 will be used to support:

- Information Services staff to refine the Customer Self Service System (CS3), the primary labor exchange tool in the One-Stop system.
- Consolidated Outreach Project (COP). COP is a joint effort with the Family and Social Services Administration to serve Migrant and Seasonal Farm workers.
- Information Resources Area (IRA) staff and supplies. IRAs are described elsewhere in this plan. An IRA is a required component of any One-Stop Center.
- Incentive awards for Wagner-Peyser performance. The Department of Workforce Development will explore how incentive funds from Wagner-Peyser and WIA can be utilized together to make an award to One-Stop centers for meeting combined performance expectations for core and intensive Wagner-Peyser and WIA services.
- Joint projects with the Department of Commerce in economic development initiatives. Funds from this category were utilized in the Clinton County Learning Network described above.
- Lifelong Learning Institute, which designs and provides training for the One-Stop System.
- Capacity building projects, such as the Work keys project described above.

B.4. *Describe how the needs of dislocated workers, displaced homemakers, low income individuals such as migrants and seasonal farm workers, women, minorities, individuals training for non-traditional employment, veterans, and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking ability, and people with disabilities) will be met. How will the State ensure nondiscrimination and equal opportunity? (Section 112(b)(17).)*

Core services will be made available through self-service and staff-assisted service provided primarily through Wagner-Peyser staff and supplemented by partners. All core services will be available at the 27 one-stop centers. Core services are available to the general population, including those customer segments who have special needs, such as dislocated workers, displaced homemakers, low-income individuals, public assistance recipients, women, minorities, individuals training for non-traditional employment, older individuals, limited English speaking, and the disabled. A limited array of core services (excluding use of CS3 for labor exchange) will be available at satellite offices that are primarily WIA-funded. Information about the core services will be available at all partner offices.

Intensive services will be WIA funded for registered individuals, supplemented by partners for co-enrolled individuals, or provided solely by partners for individuals who are not appropriate for WIA, or who are more appropriate for other programs. Most intensive services will be available at the one-stop center directly through the partners or through contracts with service providers.

Each individual registered for WIA will receive at least one intensive service and all will have a case management file, either electronic or paper or both. Intensive services are intended to identify obstacles to employment through a comprehensive assessment or individual employment plan in order to determine specific services needed, such as counseling and career planning, referrals to community services, and if appropriate, referrals to training. Such individuals include customer segments who have special needs, such as dislocated workers, displaced homemakers, low-income individuals, public assistance recipients, women, minorities, individuals training for non-traditional employment, older individuals, limited English speaking, and the disabled.

Training will be available through providers listed on the statewide eligible training provider list. Adult and dislocated workers, who have been determined to need training, may access WIA funded training with an Individual Training Account. Such individuals include customer segments who have special needs, such as dislocated workers, displaced homemakers, low-income individuals, public assistance recipients, women, minorities, individuals training for non-traditional employment, older individuals, limited English speaking, and the disabled. Contracts for WIA funded training may also be authorized by the WIB for special populations that face multiple barriers to employment such as individuals with substantial language or cultural barriers, offenders, homemakers individuals, and disabled. Staff may arrange for the availability of partner resources through a referral process, or using a lead case manager who coordinates access to partner services.

Statewide strategies for serving “segments”:

Dislocated workers: rapid response activities are already addressed in the plan. Such activities include financial counseling to assist with sudden reduction in income and peer counseling (currently provided through a contract with the state AFL-CIO) to train workers to help each other during the emotional adjustment that accompanies dislocation.

Displaced homemakers are served through dislocated worker services. Through divorce, their income reduction mirrors that of other dislocated workers. Since many displaced homemakers have been out of the workplace for some time, they may need job search workshops, assistance with resume development, and training in interviewing skills. Additionally, some will need self-esteem building as a result of the changes in their personal lives. All these services are accessible at One-Stop centers.

Low-income individuals and welfare recipients may need access to Individual Development Accounts to help them build assets. IDAs are accessible through Community Development Corporations. One-Stop centers may refer appropriate individuals for this purpose. As welfare recipients decline dramatically, a large percentage of those who remain have disabilities, substance abuse problems, and domestic abuse issues. Strategies include referral to mental health professionals and vocational rehabilitation, and enrollment with Adult Basic Education and Volunteer Literacy providers for assistance.

The number of “segments” and their needs could be endless. Our statewide strategy is to educate One-Stop system staff about community services, ensure individualized attention to customer needs, and develop appropriate services if necessary to meet unique situations.

Building on existing skills is a common-sense approach to stretching funds. Training is not an entitlement, and WIBs need to make efficient use of their dollars. This does not mean that individuals who need to be trained for different occupations will not be. If an individual's existing skills can not be developed into self-sufficient employment or if those existing skills can not be built into a set of skills needed by the regional economy, then he or she will be prepared for different and non-traditional jobs. The following outlines potential service needs by demographic group members:

At-risk worker: OJT, Classroom training, ABE/GED, Apprenticeship, Certificates of Technical Achievement; and Degree attainment.

Dislocated Worker: OJT, Classroom training, ABE/GED; Certificates of Technical Achievement; and Degree attainment

Displaced homemaker: Job development; Job shadowing; OJT, Work Experience, Classroom training; Certificates of Technical Achievement; Degree attainment; Job readiness; and Supportive Services

Disabled: Job development; Job shadowing; OJT, Work Experience; Classroom training, ABE/BED; Certificates of Technical Achievement; Degree attainment; Job readiness; and Supportive Services.

Low income: OJT; Classroom training; ABE/BED; Apprenticeship; Certificates of Technical Achievement; Degree attainment; Supportive Services

Welfare: Job development; Job shadowing; OJT; Work Experience; Classroom training; ABE/GED; Apprenticeship; Certificates of Technical Achievement; Degree attainment; Job readiness; Supportive Services

MSFW: OJT; Classroom training; ABE/GED; Apprenticeship; Certificates of Technical Achievement; Degree attainment; ESL; Supportive Services

Women: Classroom training; Certificates of Technical Achievement; Degree attainment; Supportive Services

Offenders: Job development; Job shadowing; OJT; Work Experience; Classroom training; ABE/GED; Apprenticeship; Certificates of Technical Achievement; Degree attainment; Job readiness; Supportive Services

Non-traditional: Job development; Job shadowing; OJT; Work Experience; Classroom training; Apprenticeship; Certificates of Technical Achievement; Degree attainment; Supportive Services

Older Workers: Job development; OJT; Classroom training; ABE/GED; Certificates of Technical Achievement; Degree attainment; Supportive Services

B.5. *Describe the criteria developed by the State for local Boards to use in determining that adult funds are limited and that priority of service applies. Describe the guidelines, if any, the State has established for local Boards regarding priority when adult funds have been determined to be limited.*

Funds are not limited if there is another resource that is available and more appropriate and accessible for that individual. For example, if a TANF eligible individual is referred to TANF and enrolled and served by that resource, then funds were not limited for that individual. One-Stops shall establish a feed-back loop to determine effectiveness and outcome of the referral. If there are more individuals needing more than core services than can be addressed by the One-Stop partners or other community resources, then WIBs must describe their priority ranking process in their local plan consistent with state guidelines for priority. Also, each WIB must indicate the criteria it will use to make the determination that the priority is in effect. It may utilize the state criteria or impose more stringent criteria. The priority process shall incorporate priority for the following:

- Former or current TANF recipients who are working but who need GED or occupational skill training to increase their wages.
- Food Stamp recipients who are working and who need GED or occupational skill training to increase their wages.
- Low income individuals not eligible for TANF or Food Stamps and who need GED or occupational skill training.
- The working poor who need GED or occupational skill training to increase their wages.

The above categories will include veterans, displaced homemakers, minorities, migrant and seasonal farm workers, dislocated workers, women, ex-offenders, people interested in non-traditional career, individuals with disabilities, and older individuals.

This prioritization will address Indiana's need to develop the skills of employed workers, raise the educational attainment of Indiana workers, and increase personal income, while simultaneously meeting legislative intent to assist disadvantaged individuals. The strategy also avoids duplication by ensuring that resources of the Family and Social Services Administration are prioritized for their intended purpose, while WIA funds are used for low income individuals who either do not qualify or who have already been initially served and placed in work through TANF and food stamps, or through other programs such as those of the Township Trustees, Community Action Agencies, HUD employment and training programs, and other funds that may be available in a region.

Each WIB will examine the totality of the resources available, some of which may be unique to its area. For example, some areas have Opportunities Industrialization Centers, empowerment zones, federal discretionary dollars such as competitive welfare-to-work funds, and other resources which are not accessible on a statewide basis. The determination as to whether training funds are limited is indeed a local decision.

Local Workforce Investment Boards will act as the catalyst to bring local systems together, leverage additional funds, and secure community commitment to educational attainment, skill

enhancement, and lifelong learning. Technical assistance has been procured to assist WIBs in making the transition from fund management boards to strategic planning boards that convene forums for planning the future and bring together the activities of Step Ahead Councils, Local Planning Councils, Incumbent Worker Councils, Youth Councils, School-to-Work Partnerships, and Workforce Partnerships.

B.6. *Describe how the needs of employers will be determined in the local areas as well as on a statewide basis. Describe how services (e.g., systems to determine general job requirements and list jobs), including Wagner-Peyser Act services, will be delivered to employers through the One-Stop system. How will the system streamline administration of federal tax credit programs within the One-Stop system to maximize employer participation?*

Employer involvement and commitment to the One-Stop system is an essential component of a successful workforce development system. Strategies to initiate, maintain, and improve business involvement are crucial to an effective and efficient One-Stop system, and for determining the local needs of employers.

As part of DWD's demand side approach to workforce development, development specialists have been located in seven regions throughout the state. The development specialists produce a statistical description of each region by collecting regional and state labor market information. They identify the challenges facing each region by interviewing local leaders, business owners, and workers, and by analyzing regional and local studies.

All of this data is distilled to action plans for meeting the challenges of developing the workforce for each region, and for gathering more precise information about the ever changing needs of employers. The development specialists serve as liaisons between businesses and DWD and, as such, act as brokers of information concerning funding sources and services available through the One-Stop system.

One of the roles of the development specialists is to determine the needs of employers in the local areas and statewide. Through contacts with employers and employer groups, the development specialists gather information on employment demands and training and recruitment and provide information about funding sources and services available. This process is in place now and is on going.

Please review the market analysis section in III.A.2. Employers needs are identified through the job task analysis process for Certificates of Technology Achievement as well a through Work Keys job profiling. Work Keys is being piloted in Evansville and will be going statewide. Employers needs are also determined through skill set descriptions in the job order placed in CS3.

An aggressive marketing approach to businesses, focusing on the CS3, will allow One-Stop staff to serve as consultants to businesses as they develop their own recruitment strategies. Businesses can access CS3 on their own through the internet. Once businesses access CS3, they will be able to input the occupational requirements of their open jobs and search for job seekers

who possess the desired qualifications; they will be able to identify individuals who meet the criteria for specific jobs; and they will be able to contact job seekers directly about the job openings. Some job seekers may choose to maintain a confidential record; thus, employers will be able to determine the job seekers availability by contacting the One-Stop center.

A broad range of information and assistance is available to employers consisting of listing and matching of job openings, testing, assisting in the development and implementation of recruitment strategies, providing EEO/AA assistance and information, defining changes in employment and unemployment laws, assessing needs of the workplace, and developing employer seminars to promote issues that are of interest to the business community. It is important the local One-Stop system develops relationships with community based business groups. Exchange of information vital to the provision of employment and training services occurs in cooperation with organizations such as the Chamber of Commerce, local economic development organizations, and civic and community business organizations.

At the local level, conditional Work Opportunity Tax Credit (WOTC) and Welfare-to-Work (W2W) Tax Credit certifications are issued by state staff, SDA (or WIA) partners, and vocational rehabilitation counselors. Soon, disabled veteran counselors and DVOPS/LVERS will be trained. There is a trigger on CS3 that alerts the one-stop staff that someone is potentially eligible for WOTC/W2W certification. Staff contact that person for completion of certification forms to enhance their marketability to employers.

All persons receiving services under an "individualized written rehabilitation plan" or "individual plan for (of) employment" from vocational rehabilitation are eligible for certification. Vocational rehabilitation counselors are able to issue conditional certifications for their clients.

The state level tax credit coordinator met with Veterans' Administration staff and participated in a teleconference of VA contractors and DVOPs/LVERs regarding disabled or "Chapter 31" veterans. This is a target population under our vocational rehabilitation group and are the only veterans the VA contractors refer to our DVOP/LVER staff. We are also able to assist veterans with non-service-related disabilities through the regular vocational rehabilitation target group. We anticipate expanding the number of conditional certifications through this linkage as well as further assisting veterans in the labor market.

One of our goals for Program Year 1999 is to train the TANF/Food stamp case managers to do conditional certifications. Initial meetings have been held with the Family and Social Services Administration (FSSA). Part of the challenge will be training the very large number of TANF/Food Stamp staff. In the interim, the WOTC Unit at DWD has access to the FSSA benefit computer and can verify benefits online. A second goal for Program Year 1999 is to involve probation/parole officers, and eventually, SSI. The bulk (95-99%) of tax credit work comes to the WOTC unit directly from employment consultants and employers. Those are processed by the state level WOTC staff. We have increased our production by 400 percent in the last year. In addition to the federal tax credits, one-stop staff will make employers aware, as appropriate, of state tax credits.

EDGE Tax Credits

The EDGE tax credits are based on the added payroll for creation of new Indiana jobs. The payroll taxes withheld from those new employees, effectively 3.1% in Indiana, are the basis for the credits. Tax credits can be awarded up to that amount, i.e. up to 3.1% of gross payroll, for a period not to exceed ten years. The credits awarded are first applied against any Indiana corporate income tax liability, and any excess amount earned is refunded directly to the company.

Eligible projects are those with a competitive disparity in project costs, including incentives, between an Indiana location and a competing state. The project must also receive significant community support and compare favorably with county wage levels.

Indiana Corporate Income Tax Credits

Taxpayers eligible for state corporate income tax credits apply the value first against gross tax liability, then against corporate adjusted gross tax liability, and finally against supplemental net liability. Some credits may be applied against future tax liabilities if the amount of current credit exceeds taxes due. Examples of credits are:

- Teacher Summer Employment Credit: Credit to persons who hire a public school teacher during the summer in a position that is relevant to a teaching-shortage area in which the teacher is certified. Limited to the lesser of: (a) \$2,500; or (b) 50% of the compensation paid.
- Enterprise Zone Employment Expense Credit: A taxpayer who conducts business in an enterprise zone is entitled to a maximum credit of \$1,500 for each employee who is an enterprise-zone resident and who is employed primarily by the taxpayer.
- Twenty-First Century Scholars Program Support Fund Credit: Credit for contributions to the fund. A maximum credit of the lesser of (a) \$1,000; (b) 50% of the contribution made; or (c) 10% of the adjusted gross income tax is available.

B.7. *Describe the reemployment services you will provide to Worker Profiling and Reemployment Services claimants in accordance with section 3(c)(3) of the revised Wagner-Perser Act.*

Services provided to all selected profiled claimants include orientation, assessment, and service plan preparation. Based on the assessment results and employment needs identified during completion of the service plan, additional services may be available. This approach ensures that the services selected profiled claimants receive are tailored to meet their needs.

Selected claimants participate in a group orientation about reemployment services. The orientation consists of providing the participants with information about the assessment, service plan preparation process, their rights and responsibility to participate, and effect of non-participation on their eligibility to draw UI benefits.

An initial assessment will be completed for each selected profiled claimant to determine appropriate reemployment services or additional assessment. The assessment includes a determination (via interview) of job interests, job seeking skills, awareness of labor market

conditions, and job search progress to date. In addition, marketable skills, education, and other employment related factors will be evaluated.

A service plan is prepared for each selected profiled claimant and involves a discussion of the claimant's interests, needs, and assessment results. Additional reemployment services may be recommended and incorporated into the service plan based on this discussion.

Additional services may include formal assessment, job search workshop, job search assistance, and employment counseling. Selected profiled claimants are required to participate in orientation, assessment, service plan preparation, and those additional reemployment services to which they agreed.

B.8. *Specifically describe the Wagner-Peyser Act-funded strategies you will use to serve persons with disabilities.*

Indiana's objective is to provide equitable services to persons with disabilities and ensure that all One-Stop facilities are compliant with the Americans with Disabilities Act (ADA). In each field office there is one staff person who has the responsibility of EO/ADA coordination, which means ensuring quality customer service for persons with disabilities and complying with applicable regulations.

Indiana will continue offering outreach efforts to persons with disabilities and providing information to employers on modifying work-stations or making reasonable accommodations to allow persons with disabilities to secure or retain employment. Money through various programs such as Job Accommodation Network (JAN) and Vocational Rehabilitation (VR) is available to employers to make modifications to work-stations at minimal or no cost to the employer, which will allow a person with a disability to adapt easily and readily to the work environment.

One-Stop centers in Indiana have training videos and resource materials available to employers that promote the work contributions persons with disabilities can make to the ever-growing global economy. During employer seminars, employers are/will be informed about the ever shrinking labor market and that there are qualified persons with disabilities that can perform jobs that are needed in our communities. At all One-Stop centers, Zoom text software is loaded on PCs for the vision impaired, and TTY is available for the hearing impaired. Indiana is committed to better educating our citizens about the productivity of persons with disabilities and will continue to encourage hiring those interested in employment and mentoring those still in school to join Indiana's labor force.

Coordination of services to persons with disabilities is enhanced in those locations where VR services are housed in the same building with the One-Stop centers, or they are in close proximity to each other. There are four co-locations and plans for more colocations as relocations or renovations occur. VR staff are out-stationed at some One-Stop centers on an itinerant basis, and there are several sites where VR is located within a few blocks. Indiana has a state wide referral system between programs such as Vocational Rehabilitation, Association for Retarded Citizens, rehabilitation facilities, and educational

institutions. These various organizations provide services to persons with disabilities, network with all community, regional, and national organizations to ensure that this diverse group of Hoosier citizens is considered for potential employment or training as may be appropriate.

One-Stop staff are trained to assist employers not only in recruiting potential employees but in examining their business on how other populations, like persons with disabilities, can fit into their recruitment and hiring practices. When performing job development activities for persons with disabilities, One-Stop staff will emphasize their abilities, not their limitations. One-Stop staff will work with partners and employers to ensure that persons with disabilities are recruited and referred to appropriate agencies for training or to Indiana employers for placement.

Please see Attachment #14 to review the Vocational Rehabilitation State Plan.

- B.9. *How will Wagner-Peyser Act funds be used to serve veterans?*
B.10 *How will your State ensure that veterans receive priority in the One-Stop system for labor exchange services? What role will LVER/DVOPS staff have in the One-Stop system? How will your State ensure adherence to the legislative requirements for veterans staff? (112(b)(7)). How will services under this plan take into consideration the agreement reached between the Secretary and the State regarding veterans' employment programs?*

Wagner-Peyser Act funds will be used in One-Stop offices to provide veterans and other eligibles with maximum employment and training opportunities as outlined in 38USC, Chapter 41, and 20 CFR 1001.120. The full array of services available through One-Stop offices, which are funded by Wagner-Peyser will be available to all veterans and other eligibles on a priority basis. These services will include but not be limited to, registration, counseling, referral to supportive services, job development, labor market information, resume development, case management, job search assistance and referral to training.

Local Veterans Employment Representatives and Disabled Veterans Outreach Program Specialists in a one-stop environment shall perform their duties as outlined in 38USC, Chapter 41. Local one-stop plans will describe how activities described in Chapter 41 will be coordinated and not duplicated.

As a means of ensuring that veterans receive priority services in the one-stop system and throughout the State's employment and training system, Local Veterans Employment Representatives in one-stop offices will provide functional supervision over the provision of Wagner-Peyser services provided to veterans and other eligibles, by all local one-stop staff and be administratively responsible for providing reports on veteran services and activities to the one-stop operator, the State Veterans Coordinator and the Director for Veterans Employment and Training.

All job orders processed through CS3 with staff assistance must have veterans preference applied. Staff will apply veterans preference by calling in qualified veteran applicants first. Job orders taken by staff are to be placed in hold when entered into CS3 and should

remain on hold until a veteran search and call-in has been performed. If no qualified veterans are found for call-in, the job order should be released immediately for staff assisted or self-referral of non-veterans. Any staff person working job orders assumes the responsibility for assuring that veteran preference has been applied to all job orders.

Federal Contractor Job Listings will be identified in CS3 by a flag icon on the employer screen. These job orders will automatically be put on a 24 hour hold to search and call-in qualified veterans.

The Department of Labor, Veterans Employment and Training Service will monitor and review the provision of services to veterans at each one-stop office at least annually, and provide an analysis of findings with recommendations for corrective actions presented to the Department of Workforce Development. Additionally, DOL/VETS will monitor financial and program performance reports from each one-stop office at least quarterly. Findings will be presented to DWD for action. As a full partner to the Department of Workforce Development, the DOL/VETS will be included in all activities related to priority services to veterans and other eligibles in the implementation of the Workforce Investment Act of 1998. All local one-stop plans shall incorporate the provisions of the agreement reached between the Secretary, Veterans Employment and Training Services and the State, regarding veteran=s employment and training programs. Please see Attachment #10 for a copy of the "Secretary's Agreement Governing Services to Veterans".

B.11. Describe how the State will provide Wagner-Peyser Act-funded services to the agricultural community--specifically, outreach, assessment and other services to migrant and seasonal farm workers, and services to agricultural employers. How will you provide equitable services to this population in the One-Stop system?

Agricultural Services:

Providing agricultural employers assistance with their labor needs and establishing outreach activities for migrant and seasonal farm workers (MSFWs) to provide them with information about, and access to, applicant services available through DWD as required by 20 CFR 653.1; this is accomplished through the Consolidated Outreach Project (COP) described under the State Level Linkages Section (A.4.) of this plan and through the activities described below.

Migrant and Seasonal Farm Worker Assessment of Need:

There have been no recent increases in agricultural activity in Indiana. It is anticipated that approximately 10,000 migrant and seasonal farm workers will again be working in Indiana during the next agricultural season.

During the past season, major labor intensive crop activities involved tomatoes, cucumbers, and market vegetables in the northern part of the state and squash, pumpkins, tobacco, and fruits in the southern part of the state. The months of July, August, and September remain as the most labor intensive time of the season. While corn detasselling

is still a major activity in the state during the month of July, seed companies have been recruiting their own migrant workers.

The state does not project any major change in the level of agricultural activity during the next growing season. Crop activity should remain constant. However, there may be a shortage of labor during the season in some areas of the state. The increasing number of undocumented workers in agricultural has raised concerns among growers that they will have difficulty in recruiting documented farm workers. The State Monitor Advocate will continue to seek alternative ways to recruit workers.

One recruitment initiative started last year will be expanded upon with the bordering states of Ohio and Michigan to review agricultural labor needs and to identify available workers to assist each state in locating and referring farm workers to neighboring states when shortages exist. This partnership involves state employment services, cooperative extension agents, and members of the grower community. In addition, efforts will be made to develop contacts with "sister cities" in the state of Texas to enhance the process of recruiting farm workers to Region V.

Migrant and Seasonal Farm Worker Outreach Plan:

Although the Wagner-Peyser grant does not contain funds targeted for Migrant and Seasonal Farm worker (MSFW) activities, Department of Labor Regulation 653.1 mandates that DWD accomplish outreach to this group. DWD will continue to meet its outreach responsibilities to MSFWs with its financial support to the Consolidated Outreach Project (COP). The Indiana Department of Family and Social Services Administration (FSSA) is the administrative agency for COP, which is an collaborative agreement among DWD, FSSA, Indiana Department of Education, and Indiana Health Centers, Inc. to share limited resources to maximize outreach efforts. The COP program allows for a more efficient use of MSFW resources by minimizing duplication of effort in outreach by state agencies. The COP staff provide participants with current information regarding the distribution of the MSFW population in Indiana and inform MSFWs of the employment and training services DWD has to offer them.

COP staff consists of three (3) permanent, bilingual outreach workers and eleven (11) part-time, seasonal outreach workers. Outreach staff are located in those areas of the state in which migrant workers are most heavily concentrated (Kokomo - West Central, Marion - East Central, and South Bend - North). Of the approximate 10,000 MSFWs in the state last year, outreach workers were able to contact 6,735 MSFWs in the fields or migrant camps. COP staff will continue to seek out and locate small pockets of workers in isolated areas of the state.

Employment Services Provided to MSFWs and Agricultural Employers:

Indiana is not a significant MSFW state and has no designated MSFW-specific local offices; nevertheless, labor exchange services will continue to be provided to MSFWs in the same qualitative and quantitative proportion as that provided to other applicants.

DWD will continue to assist agricultural employers who have labor shortages. When local workers are not available, DWD will provide technical assistance to growers to aid them in accessing the interstate agricultural recruitment system. Likewise, local office staff will

provide farm labor contractors assistance in preparing applications for certification with the U.S. Department of Labor.

DWD works closely with Transition Resources Corporation, the JTPA 402 Grantee in Indiana, to encourage cooperative ventures to improve services to MSFWs and to the agricultural community. Cooperative plans involve joint workshops with employers and increased staff cooperation in the field.

Since our initial cooperative agreement, DWD and TRC have expanded their partnership to include out-stationing of 402 JTPA staff at three (3) DWD local offices. This agreement to share office space in our one stop centers with TRC staff has improved access to employment and training services for farm workers and has provided our agency with staff who are bilingual and who have experience in working with farm workers.

The State Monitor Advocate (SMA) will continue to carry out on-site MSFW compliance reviews of selected local One-Stop offices. Desk audits using the S1497 Report, Indicators of Compliance, will be the method by which the SMA will monitor statewide service to MSFWs.

The State Monitor Advocate will work with the Director of Field Operations to provide technical assistance to staff of the one stop centers, including training in identifying migrant and seasonal farm workers, advice on working agricultural job orders, and coordination of services with COP and the 402 Grantee to improve services to MSFWs.

To ensure MSFWs have access to services at our one stop centers, the State Monitor Advocate will seek ways to increase the ability for all those involved in MSFW service delivery to be able to dialogue in order to understand and improve on their particular roles and functions. The State Monitor Advocate will be meeting with service providers at the local level to identify priority issues and to develop a continuous consensus building process to determine the appropriate technical assistance necessary for improving service delivery for the MSFW customer.

B.12. Describe how the Wagner-Peyser Act-funded labor exchange activities will provide a statewide capacity through the One-Stop system for a three-tiered service strategy that includes (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service. Describe your State's strategies to ensure that Wagner-Peyser Act-funded Services will be delivered by public merit staff employees.

There has been a change in customer expectations. Customers expect to participate in deciding what services they receive and, more importantly, how they receive them. Offering services through both self-directed (self-service and facilitated self-help) and staff-assisted methods gives customers a choice on how they receive them. Self-directed services places more responsibility on the customers for the use of the services and puts them in charge of services received. It expands the capacity of the system to reach beyond staff resources and is more cost efficient by allowing staff to provide service to those who cannot use self-help tools or who want or need staff assistance.

Wagner-Peyser funding will support three options for service delivery throughout the state. Note that Indiana refers to these as service "options" rather than service "tiers" because options indicate choice while tiers imply progression. In addition, using the word "options" help distinguish them from the WIA prescribed tiers of core, intensive, and training.

One option is self-service. Indiana=s centerpiece for providing public labor exchange services statewide is the Customer Self- Service System (CS3). As the name indicates, CS3 is designed as a self-help tool, requiring little or no staff assistance. CS3 allows customers to take charge of their employment and training needs by having immediate and direct access to Indiana=s database. Job seekers will be able to enter their own work application and match their skills and abilities with employment opportunities and/or begin the process of exploring career and training resources available.

Through the internet, the business community will be able to enter job orders and search for matches on-line; economic development leaders can use the data to determine the skills and abilities of the local labor pool by browsing the CS3 talent bank. Flexibility has been built into the system to enable additional services and access to resources to be added as they are developed. In PY99, work registration for job seekers will become internet-based. In addition to CS3, another self-service feature is the Information Resource Area (IRA). The IRA contains many self-help resources and tools that can assist customers in looking for employment, conducting career exploration, or exploring training opportunities.

Another option is facilitated, self-help service. Some customers may need brief assistance from staff on the use of the CS3 and IRA resources. The brief assistance may consist of answering some general questions about services or giving some instructions on how to use a computer or a specific software package. The objective is to show customers how to use the self-help tools so that they can use them in the future without any assistance from staff.

Job seekers who are unable to use the resources by themselves will be assisted in entering their applications and performing a job searches, until they are able to use them without staff assistance. Staff will assist the business customers to use CS3 on-line by showing them how to use the system to achieve maximum results. This includes how to enter job orders, massage the system, and use talent browse. Showing customers how to use the self-help tools and resources gives customers the choice of self-service on future office visits.

The third option is staff-assisted service. Customers who cannot use self-service or request or need services that are not available through self-service may be provided staff assistance. This assistance could range from completing an application or taking a job order to counseling. Generally the services provided in the staff-assisted service option will be intensive-type services, such as counseling, in-depth assessment, job search workshops, and job task analysis.

DWD has promulgated rules to ensure that public labor exchange services are delivered by public merit staff. Public merit staff will be used to the full extent of DWD funding, but other staff using other resources may supplement labor exchange activities.

B.13. *Describe how your State will provide rapid response activities with funds reserved under section 133(a)(2), including how the State will use information provided through the WARN Act to determine when to provide such activities.*

Indiana is experiencing a skilled worker shortage in many areas. At the same time, a significant number of Indiana workers are experiencing job loss as corporations consolidate, automate, and shift production to remain competitive. Indiana must utilize the existing workforce as efficiently and effectively as possible, ensuring that workers losing jobs can quickly transition into suitable employment or into One-Stop intensive and training services, which will provide the education and training necessary (GED, skills credentials, and associate degrees) for a successful transition.

The State Dislocated Worker Unit/Rapid Response will be renamed the Workforce Transition Unit (WTU). With input from the State Workforce Investment Board, the WTU will provide standardized pre-layoff services statewide to employers and workers facing job loss and will work closely at the local level with local WIBs and community-based organizations in planning for any event-based services beyond early intervention group activities. The local WIBs, with direct input from local employers, will have the flexibility to set policies and determine what intensive and training services to offer dislocated workers in their areas. State and local rapid response coordinators will coordinate closely with One-Stops and other service providers on an event-by-event basis, based on the strategies developed following the initial on-site meeting with employer and work representatives.

Rapid response offers the opportunity to explore options for aversion and saving jobs. It can also reach workers prior to dislocation and provide services that will assist them in transitioning to the best possible new employment as quickly as possible.

Under WARN Act legislation, covered employers must file WARN notices with the State Dislocated Worker Unit. In Indiana, the Manager of the WTU receives WARN notices, logs and distributes them and assigns each WARN to the appropriate State rapid response coordinator. It is the responsibility of the State rapid response coordinator to make contact with the employer within two working days to set up an initial on-site meeting in response to any WARN or public announcement of layoff of 50 or more workers.

The purpose of this initial on-site meeting is to gather information about the closing or layoff and to share information about available state and local services. It is during this meeting, and the strategic planning session with service providers that follows this meeting, that the determination is made as to which rapid response activities will take place. Certain basic services will always be appropriate, such as orientation or information sessions for affected workers.

Other services, such as the establishment of a labor management adjustment committee or the provision of on-site core services may vary as appropriate. The decision on what state, local and community services are to be offered is a **joint decision** of the rapid response strategic planning group as well as the employer and worker representatives.

Allocation of rapid response funds to local areas:

Indiana will allocate rapid response funds to local areas in three ways:

1. By contracting with each WIB for the services of a local rapid response specialist to support the State rapid response initiative, to represent the Title I service provider in initial on-sites, and to address dislocations of fewer than 50 workers.
2. By setting aside a portion of funds for quick draw-down for the provision of rapid response activities pre-layoff, and
3. By setting aside a portion of the 25% funds to support larger dislocation projects.

B.13.a. Identify the entity responsible to provide rapid response services

The entity responsible for providing rapid response services in Indiana is the State Workforce Transition Unit. The provision of information, emergency services and group activities prior to layoff will be accomplished through a partnership of state and local response initiatives as outlined in a contractual agreement between the State and local grantee or designated agent.

B.1.b. How will your State's rapid response unit's activities involve the local Boards and local Chief Elected Officials? If rapid response functions are shared between your State unit and local areas, identify the functions of each and describe how rapid response funds are allocated to local areas.

The WTU is comprised of individuals representing UI, TAA, NAFTA/TAA, Wagner-Peyser, grants management and planning within DWD. Staff members work in different units but confer on a frequent basis, and meet monthly to review the plant closure/mass layoff lists and discuss early intervention funding and service needs.

The unit will ensure the provision of statewide rapid response services following protocols in Attachment #11. The State WTU will include four experienced out-stationed coordinators and a manager at the state level. Additionally, Indiana will use a portion of the 25% rapid response allocation of Title I dislocated worker funds to provide financial assistance to each of the sixteen WIBs for a local rapid response coordinator. Local coordinators will work with the State rapid response coordinators in organizing services on-site at dislocations of 50 or more and will provide (or arrange for the provision of) group workshops. The WIB may also select to respond to dislocations of 49 or fewer, using the local coordinator.

The State rapid response coordinators, in conjunction with local coordinators, will provide assistance to the local Boards and chief elected officials in developing a coordinated response to dislocation events, in obtaining access to State economic development

assistance, and in applying for national emergency grant funds.

The State WTU will hold quarterly rapid response roundtables for WTU staff, rapid response staff (both State and local), and contracted service providers.

DWD may also contract with other entities for pre-layoff rapid response services such as specialized workshops.

B.13.c. Describe the assistance available to employers and dislocated workers, particularly how your State determines what assistance is required based on the type of lay-off, and the early intervention strategies to ensure that dislocated workers who need intensive or training services (including those individuals with multiple barriers to employment and training) are identified as early as possible.

Initial early intervention will include on-site contact with employer, and union or employee representatives and will include information gathering and sharing, aversion assistance if appropriate, and the establishment of a labor management committee when feasible. Rapid response coordinators will also provide TAA and NAFTA/TAA information and petitions to employers and union officials or work representatives during the initial on-site meeting.

On-site, pre-layoff rapid response services will be geared toward emergency assistance needs (stress management, financial counseling), career/labor market awareness, interviewing skills, etc. The extent of provision of initial assessment and appropriate core services will be determined in the event-based strategy session with state, local and community service providers following the initial on-site meeting.

Event-based planning allows for local flexibility on how the area will respond to dislocations in general as well as a more directed event-based response based on the size and impact of the plant closure or mass layoff. Worker surveys will be done at the orientation sessions and may be used as the initial indicator of barriers faced by the workforce. However, the degree to which the local area is able to provide core and intensive services in a pre-layoff mode will determine how quickly those individuals with multiple barriers to employment and training are identified.

A general workforce assessment will be based on information collected at the initial onsite meeting, supplemented by individual surveys completed at the rapid response orientation/information sessions. Usually, survey returns run as high as 95%. The State rapid response coordinator, the local coordinator and the One-Stop partners use the valuable survey information to determine needs and develop an appropriate response tailored to the immediate and longer-term needs of affected workers.

Strategic planning meetings have been, and will continue to be, integral to the rapid response initiative.

If the workforce facing dislocation is certified as eligible for services under Trade

Adjustment Assistance, the State rapid response team will take the lead in bringing One-Stop partners (W/P, TAA and WIA Title I) together to form a coordinated effort in informing workers and assisting them in making a smooth transition from core, intensive or training services into Trade-approved services, so workers may receive the broadest coverage of service without duplication of efforts or funding. Trade-certified workers will be dual-enrolled in Title I.

If a workforce facing dislocation includes union jobs, organized labor will be engaged in planning for the delivery of services to the workers.

B.14. *Describe your State's strategy for providing comprehensive services to eligible youth, including any coordination with foster care, education, welfare, and other relevant resources. Include any State requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant or parenting. Describe how coordination with Job Corps, youth opportunity grants, and other youth programs will occur. (WIA 112(b)(18)).*

Comprehensive services will be provided to Indiana youth in accordance with Chapter 4 of Title I of WIA and through a variety of methods described below. The youth programs authorized under WIA create youth systems that are closely linked to the labor market and are designed to provide participants with a comprehensive set of service strategies. Indiana's youth program under WIA fuses youth development activities (e.g., leadership development opportunities such as community service) with traditional employment and training activities. It is based upon several key elements: integrated academic and vocational education; integrated work-based and classroom-based instruction; effective connections to intermediaries with strong links to the job market and employers; and intensive private-sector involvement.

The Workforce Investment Act provides Indiana a unique opportunity to redefine current local youth programs and build upon innovative experiences and prepare our youth for active participation in the workforce. Unfortunately, the challenges faced in developing the future workforce in Indiana are substantial. As one example, a little over half of the 1997 high school graduates enrolled in post-secondary education; and Indiana's graduate rate (based on 4 grades) was 87.69% in school year 1996-97. In addition, "doing more with less resources" has become the norm at both the state and local levels. As an example, Indiana's Job Training Partnership Act Title IIB states allotment for Program Year 1994 was \$14,079,571; in Program Year 1998 it was \$11,811,742.

In order to succeed Indiana local communities must achieve a level of collaboration that brings together local workforce training providers, schools, community organizations, and others in an effort to strategically align and leverage resources and to create community youth assistance strategies. Indiana will do this by designing a system that blends funds so that the needs of youth are met and not by designing a system built around funding silos. Also, Indiana will do this by not creating a state-level model and rubberstamping its use across the State but, instead, encourage local communities to develop programs that meet the particular needs of the youth in that local region. Lastly, Indiana will do this in united

partnerships at both the state and local levels, eradicating turf issues. By working together, Indiana's local systems will provide youth with skills that include a knowledge of the work world, academic skills linked to occupational learning, and both employability and attitudinal capabilities that will enable them to adjust to life's inconsistencies.

General program elements for both in-school and out-of-school youth include:

- assisting young people in achieving a secondary school diploma or its equivalent;
- exposing youth to the world of work and allowing youth to apply what they have learned in school or other training settings to various workplace experiences;
- assisting youth achieve the learning and employment goals that were agreed to between the case manager and the client. This would be measured through follow-up;
- obtaining skill (occupational and academic) training; and
- emphasizing leadership development for youth.

Each participant will be provided information on the full array of appropriate services that are available through the local one-stop system. Additionally, each participant will undergo an objective assessment of academic and occupational skill levels, service needs, and the development of an individual service strategy that tailors services and activities to effectively meet each youth's specific needs. Recent assessments (completed within the last year) and service strategies completed by a one-stop partner may be used to the extent possible, incorporating additional elements as necessary for WIA. Any youth served under WIA will receive some form of follow-up services for at least twelve months. Local programs will determine the specific mix of services for each youth based on each participant's objective assessment and corresponding service strategy. The mix of activities for each youth will be tied to the age and maturity level of each individual youth. Local flexibility will be emphasized to bring positive social behaviors and soft skills training into the mix of services provided to each youth. Such skills, including appropriate attitudinal development and self esteem building, will help to enable even the hardest to serve young person to succeed in achieving his or her career goals.

Youth aged 14-17 may be provided a different track of services than a youth aged 18-24. Such programs for younger youth will generally emphasize the connection between school and work. Programs for older youth will provide valuable work experiences. In-school youth will be emphasized as well as out-of-school youth. Expenditures for out-of-school youth must be a minimum of 30% of total expenditures for youth. Youth aged 18 and over may be co-enrolled as both an adult and youth. Local program operators may determine for individuals in this age group the appropriate level and balance of youth and/or adult services. Examples of specific program elements that will be made available as options for youth participation include but are not limited to:

- Tutoring, study skills training and instruction, including dropout prevention strategies;
- alternative secondary school offerings;
- summer employment opportunities directly linked to academic and occupational learning;
- follow-up services for not less than 12 months after the completion of participation, as appropriate;
- paid and unpaid work experiences;
- occupational skill training;

- leadership development opportunities;
- supportive services such as assistive technology for youth with disabilities;
- adult mentoring; and
- comprehensive guidance and counseling.

Programs will be designed to meet the individual needs of each youth. Additionally, each program element will be funded using the most appropriate funding source and delivered in such fashion that the youth does not know who is paying for what service. Not all youth are appropriate for One-Stop system programs. As one example, for a youth with a disability, the Workforce Investment Act may pay for occupational skills training and the Vocational Rehabilitation may pay for supportive services or Vocational Rehabilitation may be a deliverer of rehabilitative services with the youth being introduced to the employment resources available through the One Stop center.

The special needs or barriers to employment of youth, including pregnant or parenting youth and disabled youth, will be identified during the objective assessment and service strategy design processes. These youth may be eligible for services under Title I of WIA either as an adult or youth and may be jointly case-managed with other One-Stop partners or community based organizations. Communication and collaboration between the various funding sources identified in the service strategy to serve such youth are critical for a successful outcome.

The WIBs and Youth Councils will be the agents facilitating change in the delivery of youth services in the local region. The Youth Council will provide expertise in youth policy and assist the WIB in developing and recommending local youth employment and training policy and practice; will broaden the youth employment and training focus in the community to incorporate a youth development perspective; will establish linkages with other organizations serving youth in the local area; and will take into account a range of issues that can have an impact on the success of youth in the labor market.

In addition to all the responsibilities outlined in the Act and Regulations, the WIBs and Youth Councils will ensure coordination between all the entities providing services to youth occurs. The local workforce investment plan will identify, at a minimum, the goals and objectives for youth programs in the region, describe the types of services to be made available and describe the means of measuring the results of the programs. In addition, the WIB will identify eligible providers of youth activities by awarding grants or contracts on a competitive basis based on the recommendations of the youth council and on the criteria contained in the State Plan. The WIB will determine which services its staff will provide and which services will be contracted. Documentation on how this decision was made will be kept at the local level. The Request for Proposal for youth services will mirror the goals and objectives of the region. The RFP will be sent to all entities in the workforce service area that provides services to youth including but not limited to: school-to-work groups, welfare-to-work groups, alternative education programs, foster-care programs, Job Corps, youth opportunity grants, and other community based organizations which provide services to youth. If, in the administration of the summer program employment opportunities element of the local youth program, providers other than the grant

recipient/fiscal agent are used to provide summer youth employment opportunities, these providers must be selected by awarding a grant or contract on a competitive basis, based on the recommendations of the youth council and on criteria contained in the State Plan. The local plan will indicate the local criteria used to award all grants and contracts and the names of the entities awarded those grants and contracts plus the services they will provide.

General coordination with all the various entities serving youth will occur on many levels. Such coordination may include but not be limited to: membership on the Youth Council, the local WIB, or other local boards; sharing documentation for eligibility determination; sharing assessment and case management notes on joint clients; joint service provision; and joint technical assistance sessions for staff.

Coordination will occur between WIA youth programs, Job Corps programs operating in the State, and grantees operating Youth Opportunity Grants. Such coordination may include joint marketing to youth for all programs, recruitment of youth for all programs, building upon the assessment results of one program rather than doing an entirely new assessment, enrollment into all programs which will assist the youth, any of the programs referring the youth to entities which may assist the youth with support services, placement credit toward performance standards for all programs in which the youth is enrolled, and follow-up conducted to ensure the youth stays employed.

CEOs as the local grant recipients for the youth program and as a One-Stop partner are subject to the One-Stop provisions related to such partners. Also, they are responsible for connecting the youth program and its activities to the One-Stop system. The connection may include those that facilitate the coordination and provision of youth activities; linkages to the job market and employers; access for eligible youth to required information and services; and other activities designed to achieve the purposes of the WIA youth program and WIA youth activities.

Local youth, including youth under age 18 that are not eligible under WIA Title 1 youth program, may receive services through the One-Stop centers. However, services for such youth must be funded from sources that do not restrict eligibility for services, such as Wagner-Peyser. Indiana believes that the intent of WIA is to introduce youth, particularly out-of-school youth, to the services of the One-Stop system early in their development and to encourage the use of the One-Stop system as an entry point to obtaining education, training, and job search services.

A Youth Council in each local area was established by September 30, 1999 with year around youth programs under the Workforce Investment Act to begin implementation in Indiana on April 1, 2000. Local workforce investment plans will be revised once workforce investment boards finalize local youth policies and determined youth providers.

B.15. *Describe how your State will, in general, meet the Act's provisions regarding youth program design, in particular: preparation for post secondary educational opportunities;*

strong linkages between academic and occupational learning;
preparation for unsubsidized employment opportunities;
effective linkages with intermediaries with strong employer connections;
alternative secondary school services;
summer employment opportunities;
paid and unpaid work experiences;
occupational skill training;
leadership development opportunities;
comprehensive guidance and counseling;
supportive services such as assistive technology for youth with disabilities; and
follow-up services. (Sections 112(b)(18) and 129(c) of WIA)

Regarding youth program design, the initial program activity undertaken by a youth will be an objective assessment. The objective assessment includes a review of the academic and occupational skill levels, as well as the service needs, of each youth. Next, an individual service strategy will be developed for each youth participant. The service strategy will identify an employment goal (including nontraditional employment as appropriate), appropriate achievement objectives, and appropriate services for the participant taking into account the assessment. A new service strategy need not be developed if the provider determines it is appropriate to use a recent (within the last year) service strategy developed for the youth by another education or training provider. Lastly, services will be provided that prepare youth for post-secondary educational opportunities, link academic and occupational learning, prepare youth for employment, and provide connections to intermediary organizations linked to the job market and employers. The exact mix of program elements as indicated in Section 129(c)(2) provided to the youth will be based on the need of the youth as identified through the assessment and service strategy development processes.

The program elements will be designed locally based on guidance provided through the Youth Council to the WIB and through state and federal guidance and compliance with the legislation and regulation. Youth Councils are comprised of individuals with expertise in serving youth. Their knowledge of dealing with youth with barriers to employment will be reflected in their recommendations to the WIB on program design. The WIB, in turn, also contains members experienced in serving youth. In addition, the WIB has a private sector majority. The needs of businesses will be reflected in all the guidance issued through the WIB, including policy direction for youth programs.

Program elements for Year Round youth programs under WIA will be designed based on experiences learned under the Job Training Partnership Act. Knowledge is gained from both the programs with positive outcomes and non-positive outcomes. The experiences learned are shared between the local areas through conferences, roundtables and forums, written reports, and verbal exchanges.

Key to the design of program elements is local flexibility. Local flexibility is critical to meeting the workforce development and economic development needs of the region and assisting the State in meeting Indiana's workforce investment priorities.

How individual program elements will be provided is described below. How the optional program elements are designed and implemented will be provided by WIB and Youth Council members who sought recommendations from One Stop partners, including but not limited to area employers, and secondary, including alternative education, and postsecondary educators, parents, youth participants, and community based organizations providing services to youth, to name but a few.

“Preparation for post-secondary educational opportunities” will be provided using a variety of optional program elements. They include but are not limited to: tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies; alternative secondary school offerings; summer employment opportunities directly linked to academic and occupational learning; adult mentoring; supportive services; and follow-up.

“Strong linkages between academic and occupational learning” will be sought to foster the participation of eligible local youth. In Indiana such linkages include but are not limited to the State Student Assistance Commission, the Commission for Higher Education, the 21st Century Scholar program, the AmeriCorp program, the Department of Education, local secondary school corporations, including alternative education, post secondary institutions, Carl E. Perkins-funded programs, and school-to-work entities. [Indiana guidance].

“Preparation for unsubsidized employment opportunities” will be provided using the following optional program elements. They include but are not limited to: summer employment opportunities directly linked to academic and occupational learning; paid and unpaid work experiences, including internships and job shadowing; occupational skill training; leadership development opportunities, which may include such activities positive social behavior and soft skills, decision making, teamwork, and other activities; supportive services; adult mentoring for a duration of at least twelve months, which may occur both during and after program participation; follow-up services; and comprehensive guidance and counseling, including drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth.

“Effective connections with intermediary organizations that provide strong links to the job market and employers” will be sought to foster the participation of eligible local youth. Such linkages include but are not limited to: One Stop centers, Job Corps, economic development entities, chambers of commerce, school-to-work entities, unions, and community based organizations that provide services to youth.

“Alternative secondary school services” will be achieved through coordination with the secondary school corporations located in the workforce service area and Indiana legislation (IC 20 – 10.1 – 4.6 through 20 – 10.1 – 4.6 –9). Such services may be provided to eligible youth who are at-risk of dropping out of traditional school settings, out-of-school youth who have dropped out of traditional school settings; pregnant or parenting youth; youth who learn through nontraditional teaching methods; or any youth

classified by the school as a “disruptive student.”

WIBs in conjunction with school corporations may consider continuing the “enhancing alternative education:” projects begun January 1, 1999. Approximately 20 local projects were funded from a combination of \$2,000,000 of Job Training Partnership Act 8% Education Coordination, School-to-Work, and Carl D. Perkins funding. The purpose was to enhance alternative education programs in school corporations that received or were eligible to receive a Department of Education grant for alternative education programs (as defined by Indiana legislation.) While no more money for projects will be provided by the Department of Workforce Development, funds available for use at the local level may be used to continue the projects, e.g., WIA funding, school corporation funding, foundation funding, etc.

“Summer employment opportunities” will offer summer youth employment opportunities that link academic and occupational learning as part of the menu of services for youth. However, not every youth is required to participate in summer employment opportunities. The summer employment experience under WIA will be dramatically different from the one offered under the Job Training Partnership Act. The WIA program will not be a stand-alone program but part of a comprehensive strategy for addressing the youth’s employment and training needs. It will provide direct linkages to academic and occupational learning and may provide other elements and strategies as appropriate to serve the needs and goals of the participants. Youth who participate in summer employment opportunities must be provided with a minimum of twelve months of follow up services, but the scope may be less intensive than those follow up services provided to youth who participated in year around services.

Chief elected officials (CEOs) and WIBs are responsible for ensuring that the local youth program provides summer employment opportunities to youth. The CEOs are the grant recipients for local youth funds unless another entity is chosen to be the grant recipient or fiscal agent. If providers other than the grant recipient/fiscal agent are used to provide summer youth employment opportunities, these providers must be selected by awarding a grant or contract on a competitive basis. The awarding of the grants or contracts will be, based on the recommendations of the youth council and on criteria contained in the State Plan.

“Paid and unpaid work experiences” are planned structured learning experiences that take place in a workplace for a limited period of time. Work experience workplaces may be in the private, for-profit sector; the non-profit sector; or the public sector. Work experiences are designed to enable youth to gain exposure to the working world and its requirements. Work experiences should help youth acquire the personal attributes, knowledge, and skills needed to obtain a job and advance in employment. The purpose is to provide the youth participant with the opportunities for career exploration and skill development and is not to benefit the employer, although the employer may, in fact, benefit from the activities performed by the youth. Work experience may be subsidized or unsubsidized and may include the following elements:

- instruction in employability skills or generic workplace skills such as those identified by the Secretary’s commission on Achieving Necessary Skills (SCANS);
- exposure to various aspects of any industry;
- progressively more complex tasks;
- internships and job shadowing;
- the integration of basic academic skills into work activities;
- supported work, work adjustment, and other transition activities;
- entrepreneurship; and
- other elements designed to achieve the goals of work experiences;

In most cases, on-the-job training is not an appropriate work experience activity for youth participants under age 18. Local program operators may choose, however, to use this service strategy for eligible youth when it is appropriate based on the needs identified by the objective assessment of an individual youth participant.

WIA funds may be used to pay wages and related benefits for work experiences in the public; private; for-profit; or non-profit sectors. However, the objective assessment and

“Occupational skill training” means training for youth for an occupation in demand in the area or the area in which the youth wants to relocate and for which the youth has been assessed. Training providers used will be the same as those listed on the Statewide eligible training provider list, to the extent possible.

“Leadership development opportunities” for youth may include the following:

- exposure to post-secondary educational opportunities;
- community and service learning projects;
- peer-centered activities, including peer mentoring and tutoring;
- organizational and team work training, including team leadership training;
- training in decision-making, including determining priorities;
- citizenship training, including life skills training such as parenting, work behavior training, and budgeting of resources;
- employability; and
- positive social behaviors. Positive social behaviors, often referred to as soft skills, are incorporated by many local programs as part of their menu of services which focus on areas that may include, but are not limited to, the following:
 - positive attitudinal development;
 - self esteem building;
 - cultural diversity training; and
 - work simulation activities.

“Comprehensive guidance and counseling” includes career counseling and personal counseling provided by a licensed professional [Indiana guidance] and may include drug and alcohol abuse counseling and referral, as appropriate.

“Supportive services such as assistive technology for youth with disabilities” means

services that are necessary to enable the youth to participate in activities authorized under WIA and may include the following:

- linkages to community services;
- assistance with transportation costs;
- assistance with child care and dependent care costs;
- assistance with housing costs;
- referrals to medical services; and
- assistance with uniforms or other appropriate work attire and work-related tool costs, including such items as eyeglasses and protective eye gear.

Follow-up services” for youth may include the following:

- the leadership development and supportive services activities listed above;
- regular contact with a youth participant’s employer, including assistance in addressing work-related problems that arise;
- assistance in securing better paying jobs, career development, and further education;
- work-related peer support groups;
- adult mentoring; and
- tracking the progress of youth in employment after training.

All youth participants must receive some form of follow-up services for not less than 12 months after the completion of participation, as appropriate. Follow-up services may be provided beyond twelve months at the State or WIB’s discretion. The types of services provided and the duration of services must be determined based on the needs of the individual. The scope of these follow-up services may be less intensive for youth that have only participated in summer youth employment opportunities.

C. System Infrastructure

How will the State enhance the systems necessary to operate and manage your workforce investment system? In your discussion, you must address the following required elements:

C.1. How will the locally-operated ITA system be managed in the State to maximize usage and improve the performance information on training providers? How will the State ensure the quality and integrity of the performance data?

To enable the participant to make a responsible and informed choice about where best to receive training, Indiana's workforce investment system will use three mechanisms mandated by WIA:

- Individual Training Accounts;
- A statewide list of eligible training providers;
- Consumer information regarding training providers

Individual training accounts (ITAs) place training resources in the hand of the consumer. Rather than being directed to a provider of training by an agency, the consumers will be able to select high quality training on their own. The list of eligible training providers will be compiled by the local and state Workforce Investment Boards (WIBs). The local

Boards will seek out vendors of high quality training with relevant curricula. The State will verify the quality of the vendors on the local lists and compile them into a statewide list. Consumer information about eligible training providers will be made available to all training seekers through the One-Stop service delivery system.

Through its monitoring and oversight activities, the State of Indiana will ensure that all training services (except for on-the-job training and customized training) be provided through the use of ITAs and that eligible individuals shall receive ITAs through the One-Stop delivery system. Further, Indiana has consulted with local service providers and training institutions in the development of policies that will regulate local areas regarding the selection of eligible training providers, the issuance and use of ITAs, and the availability of consumer information. These policies have been distributed to Chief Elected Officials and will be distributed to WIBs and One-Stop operators as soon as those entities are in place. The ITA policy is in Attachment #3.

C.2. How will State improve technical & staff capacity to increase reportable services & entered employment outcomes of the Wagner-Peyser Act? How will State use technology such as Jobline, "swipecard" technology, a community voice mail system or other methods to build a mediated and electronic labor exchange network? How will State use America's Job Bank/State Job Bank Internet Linkages to encourage employers to enter their own job orders on the Internet?

Capacity Building

The Governor has adopted the concept of Lifelong Learning as a key to improving the quality of services provided by the workforce development system in Indiana. The Lifelong Learning Institute (LLLI) was established in February of 1998 to promote this concept. The Department of Workforce Development (DWD) and its partner organizations are working together to create a comprehensive approach to staff training and career development through the Institute.

The LLLI is under the overall guidance of the Deputy Commissioner of Field Operations. The Director of the Institute oversees two units: Training/Capacity Building and Regional Training and Program Support.

Planning for ongoing operations of the Institute is underway. A LLLI Steering Committee has been formed to assist with strategic planning and promoting training partnerships. The committee includes representation from the following groups: DWD frontline staff, Workforce Development Center (WDC) managers, state-level employee unions, Indiana Job Training Administrators and Service Delivery Areas, State Human Resource Investment Council, and the DWD Executive Team. The Institute and the Steering Committee are overseeing subcommittees looking at issues which include: staff development, career ladders, training staff coordination/peer training, evaluation, resources, and strategic planning.

One of the key areas where the Institute will look to expand is in providing joint training and capacity building opportunities with WIA partners. The Director of the Lifelong Learning Institute recently facilitated two meetings of the WIA Training and Capacity

Building Workgroup.

Training sessions currently underway or being planned relevant to WIA implementation include:

- WIA Training (CSW)
- WIA Implementation Training (Greg Newton and Associates)
- Orientation to and training on DWD's new Customer Self Service Computer System
- One-Stop Customer Triage Training (New York Employment and Training institute)
- Customer Service Training
- Core Counseling Training
- LEO Training

In addition, training sessions are being explored that will cover the Government

Technology

Other portions of the State Plan have already addressed the extensive investment in technology that the State of Indiana has invested in labor exchange systems to insure that both job seekers and employers have access to an effective and easy to use system. The primary component of this "new technology" is the Customer Self Service System (CS3). The original design of CS3 included an employer Internet component that allows employers to directly enter their job orders, to perform real time matches and to initiate referrals for candidates that they wish to interview. This component is scheduled to be implemented in late first quarter or early second quarter of 1999.

In addition, CS3 was built as a client server system using a dedicated network. However, the programs were built with the capacity to be re-compiled into an Internet application. DWD is already considering having the applicant view re-compiled so that job seekers can use Internet access to enter their applications into CS3 and to do on-line job searches and referrals. This dramatically increases the number of job seekers that can use the system. CS3 capacity would no longer be limited by the size of our offices and the number of PCs attached to our network. It would be available to the world. Instant access may be available in 6-9 months.

The "staff view" of CS3 can also be re-compiled as an Internet application. This would allow us to provide CS3 to smaller offices that are not part of the dedicated network, to partner agencies that are not always located in the One-Stop facilities, and to other interested parties in other locations throughout the state.

A final option for CS3 involves America's Job Bank (AJB). We have already provided customer Internet access in all of our One-Stop centers. We promote AJB to our job seekers and employers. With the expanded network (LANs and WAN) and with the State's high-speed Internet access, we will be able to provide expanded Internet access to our customers, our partners and our staff. CS3 can also provide hot links to Internet sites such as AJB. Once a customer has used CS3, the system can ask them if they wish to also enter their resume into AJB (or for an employer enter their job order into AJB). If they entered yes or clicked on a hot link, the system could immediately bring them to AJB.

Through the use of staff capacity building for all One-Stop staff and through current and proposed technological advances, Indiana is in an excellent position to dramatically expand the number of job seekers and employers who use CS3 and AJB. Our five-year targets conservatively call for a 95% increase in the number of job seekers using the system and a 75% increase in the number of employers using the system. Reportable services and entered employment numbers will increase as a result of the dramatic increase

C.3. *How will the State improve its employment statistics system to ensure that One-Stop systems customers receive timely, accurate and relevant information about local, State and national labor markets?*

LMI Technology Project - A Superior Interactive Web Site

This project will provide the delivery vehicle for the state's employment statistics system required by the Workforce Investment Act of 1998. It will augment the One-Stop initiative begun several years ago.

The need for a system to provide labor market information to our customers in a user-friendly, timely and useable manner was well stated in several focus groups. These groups were made up of economic developers both local and from the Department of Commerce, employers, educators, service providers, and DWD field staff. An interactive web site is a means to fulfill that need for the widest spectrum of customers.

The site will be interactive. That is, customers:

- can ask direct questions;
- select from menus of questions frequently asked by similar customers;
- select ready made data tables;
- construct their own data tables with the ability to compare several categories of information;

To design, develop, and implement an interactive web site requires time and experience. After reviewing the best practices of other states, we decided to make use of the technology which had already been developed. By starting with that finished product; adding our improvements and Indiana unique requirements, we can save both time and money.

The results of this project will be the provision of labor market and related business information at one location, in a timely manner, for job seekers, employers, economic development, students, state and local government agencies. The anticipated implementation date is prior to the end of PY '99.

V. Performance Management

A. *For each of the core indicators identified in Section II of these instructions, the customer satisfaction indicator and additional state measures, explain how the State worked with local boards to determine the level of the performance goals. Include a discussion of how the levels compare with the State-adjusted levels of performance established for other*

State (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program and the services to be provided. Include a description of how the levels will help you achieve customer satisfaction and continuous improvement over the five years of the Plan.

Indiana developed its proposed performance levels for PY'99 using administrative records exclusively. Since performance measures were not finalized by DOL until the end of May, 1999, there was no opportunity to work with local boards prior to submission of this plan. For PY'99, Indiana has decided to use the state-negotiated performance levels as the minimum PY'99 outcome levels for each workforce service area. Local officials may request adjusted levels, but not below the state-negotiated performance levels.

Our proposed levels are based on the combined performance of Indiana's employment and training programs for the prior two program years. Since the first year of WIA performance will largely reflect the outcomes of the terminees from the predecessor program, these targets should be reasonable.

For the younger youth measures, there exists no corresponding historical data. These performance goals were established utilizing strategic policy philosophies about reasonable outcome expectations given program design and probable customer mix.

For customer satisfaction, we have established a state goal. Utilizing the satisfaction questions which have been defined by DOL, over half of our citizens and employers will rate us above average or excellent. Our customer satisfaction survey instrument has already been modified to collect this information. With twelve years of experience in measuring our customers' satisfaction, we believe that this is an attainable goal and in keeping with our commitment to continuous improvement.

B. *Does your State have common data system and reporting processes in place to track progress? If so, describe what data will be collected from the various One-Stop partners beyond that required by DOL), your use of quarterly wage records, and how the statewide system will have access to the information needed to continuously improve. If not, describe the state's time-frame and plans for transitioning from the JTPA to the WIA tracking system, your planned use of quarterly wage records, and the projected time frame for the system to be operational.*

Indiana has recently implemented a Customer Self-Service System (CS3). This system currently provides labor exchange services in Indiana and is intended to evolve into the common data system to track activities, progress, and performance for clients receiving core, intensive, or training services.

For PY '99, the CS3 system will be used to track activities, progress, and some performance outcomes for clients receiving core services under Wagner-Peyser and/or WIA. The system will also be used for tracking some clients receiving intensive services.

For other clients receiving intensive services and all clients receiving training services, the

Participant Management Information System (PMIS) will be used in PY'99. This system consists of a number of local data systems capable of submission of common data to DWD, and a reporting system that allows compilation of the data for reporting purposes.

Since CS3 is a mainframe/server application, the cost and effort to modify it are significant. Without clarity about WIA data collection requirements, making changes to CS3 for PY '99 could not be implemented. During PY '99, the State intends to examine the feasibility and cost of incorporating the functionality of the current PMIS system into the CS3 system.

WIA reporting in PY '99 will be accomplished using data extract interfaces with UI wage records, the CS3 system and the PMIS system. We have already developed this procedure. We have also contacted Wage Record Information System (WRIS) about early entry into their system as a pilot state for general wage record data sharing. Since we do not know when that system will be fully functional, we have contacted our surrounding states about the possibility of developing data sharing agreements. One is currently in place with Illinois, whom we expect to be our most productive partner. We believe that the confidentiality agreement we have in our contract with Illinois (as well as Indiana state agencies that also have limited access to our UI wage record database) adequately addresses any privacy concerns.

Performance data necessary for continuous improvement will be provided to One-Stop operators, WIBs, elected officials, and the State Board through CS3 and PMIS reports. Each area has access to its own data for this purpose, and the State Board will be provided information by DWD. Training on continuous improvement techniques and how to utilize the data will be contracted through Greg Newton and Associates. Training on Malcomb Baldridge criteria has been contracted to Corporation for a Skilled Workforce to work with WIBs.

C. Describe the system(s) by which your State measures customer satisfaction for both job seekers and employers (beyond those elements required by the Department). How will customer satisfaction data be evaluated, disseminated locally, and used to improve the service delivery system and customer satisfaction? Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38 (Veterans Employment Training Programs) that your State will track. If no system is currently in place, describe your State's plan to collect this information.

For measurement of customer satisfaction, two strategies will be employed. To measure customer satisfaction for clients receiving core services and intensive services through the CS3 system, a mail survey will be used. A mail survey will also be used to measure employer satisfaction. For clients receiving intensive services or training services, a mail or phone survey will be used. A mail survey will also be used to measure employer satisfaction. For clients receiving intensive services or training services, a mail or phone survey will be used after program completion.

The customer satisfaction data will be entered directly into our CS3 system as it is received and will be available in report form on a monthly basis. The raw data will be available daily for individual inquiries which field managers can access whenever they choose.

Indiana will track all legislated targeted groups as part of the standard data collection system. To the extent that local areas describe other targeted applicant groups, they will be able to use both CS3 and PMIS to track services and outcomes to these populations. Again, data will be available as it is collected by the local entities.

D. *Describe any actions the Governor and State Board will take to ensure collaboration with key partners and continuous improvement of the statewide workforce investment system.*

As indicated earlier in the plan, the Human Resource Investment Council has five primary areas where it will coordinate and interact with the local Workforce Investment Boards and other key partners to help ensure collaboration and continuous improvement of the statewide workforce investment system:

- Act as the public forum for the ongoing development of the State WIA Plan over the five year planning period.
- Build the leadership capacity of the new Workforce Investment Boards and the local elected officials to create a comprehensive new workforce investment system and not a new version of the old employment and training programs. These boards will not only have to address all three elements of the workforce, incoming, in transition, and incumbent in order to succeed, but they will have to forge new and effective links to the business and economic development community.
- Encourage the Local Boards and other key partners to join in the development of a consistent unified plan that serves as both a strategic opportunity to promote the Governor's vision of high performance and continuous improvement across all publicly supported funded investments.
- Incorporate the Workforce Investment Act performance accountability requirements into the Human Resource Investment Council's overall mission of developing a broad Human Investment Scorecard, that makes it possible to answer the questions: are we making good investments, and how can we make better investments in the future?
- Practice cross-membership between the Council and Local Boards whenever possible by encouraging Chief Elected Officials to appoint Council members to the Local Boards, and by creating flexible membership opportunities for local representation on the Council's 21st Century Workforce Investment Committee.

E. *How will the State and local Boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the State take if performance falls short of expectations? How will the Boards use the review process to reinforce the strategic directions of the system?*

DWD intends to treat PY'99 as a transition year in which WIA performance will be tracked, but not sanctioned. This philosophy is consistent with the strategy being employed by the Department of Labor (DOL) for all early implementation states.

Indiana also intends to use an aggressive incentive program to support achievement of its performance goals. Indiana's incentive awards program for PY'99 performance will incorporate both the state's system goals as well as DOL's mandatory measures for adults, dislocated workers and older youth.

Half of the WIA awards will be based upon the state's system goals and performance in the local planning regions. This award will be supplemented using Wagner-Peyser 7b funds. One half of the Wagner-Peyser 7b funds which get earmarked for incentive awards will be added to the half of the WIA awards being used to reward regional cooperation. The other half of the Wagner-Peyser 7b funds earmarked for incentive awards will be used to reward Workforce Development Centers (WDCs) which meet all published WDC performance measures. We will also pursue other partner contributions for meeting Indiana's system measures.

The other half of the WIA awards will be based upon DOL's mandatory measures and performance in the WSAs. This will emphasize exemplary performance on the local WIA performance measures. Awards will be made using PY'00 funds, and until we know our allocation, the actual amount available for awards will not be known.

To receive an award for meeting the state's system goals, the local planning region must meet all three system goals for that region (customer satisfaction, wage gains and skill gains). Since WIA awards must be distributed to local Workforce Investment Boards (WIBs), in those instances where more than one WSA shares a local planning region the awards for meeting the system goals will be distributed proportionately to the WIBs. This will be based upon their individual contribution to the region's success (as measured by the number of wage gainers and skill increasers residing in each county).

The award for meeting the system goals must be used for enhancing one-stops. The use of these funds will be determined by the WIB or WIBs in that planning region.

To receive an award for meeting the DOL mandatory measures, the WIB in each WSA must meet at least seven of the nine employment and wage measures (entered employment rate, retention rate, earnings gain and replacement wage rate). Awards will be distributed to successful WIBs based upon their relative share of the state's PY'00 WIA allocation formula.

The remaining DOL mandatory measures (client satisfaction index, employer satisfaction index and credential rates) will be tracked but not rewarded under this portion of the PY'99 policy. The broader system customer satisfaction and skills increase goals capture the state's emphasis on a one-stop system.

The state and local Boards will oversee the one-stop system through evaluation of values and strategic direction, operational impacts, responsiveness to the community, and assessment of internal strengths and weaknesses. The following outlines the oversight expectations:

Evaluation of how well the values and strategic direction of the system are being met (WIB defines the values/direction for its area). Examples:

- Growth and diversification of customer base.
- Growth and diversification of services available.
- Streamlining of client intake and case management.
- Community-based access to services.
- Increased level of access for each resource.
- Diversification of service providers.
- Continuity of service provision among partners.
- Fair and equitable distribution of resources within the area.

Evaluation of operational impacts

(Consistent with the goals of the one-stop system). Examples:

- Inventory of types of data needed and timetable for effective oversight of system outcomes.
- Trends in meeting performance expectations for the various partner resources.
- Trends in meeting regional labor market goals.
- Expenditure trends and adherence to cost limitations for all partners.
- Assessment of service gaps (e.g., transportation).
- Review of one-stop center business plan objectives.
- Review of monitoring and audit reports and resolution.
- Training is in demand occupations, and the demand occupations have been appropriately identified.

Evaluation of responsiveness to the community

Examples:

- Forums for customers (job seekers, employers, and youth) and service providers to identify issues.
- Interaction with other boards and councils in the area.
- Visibility of the system in the community.
- Development of linkages and working relationships with key community stakeholders.

Internal oversight

Examples:

- Assessment of attendance and active participation of WIB, youth council, and incumbent worker council members in meetings and committees.
- Effective committee structure.
- Methods for evaluating performance of staff to WIB.
- Evaluation of "honest broker" function; i.e., independence of board staff from service delivery.
- Orientations for new members
- Participation in statewide WIB network.
 - Effective links with all local elected officials in the area.
- Effective linkage with State Human Resource Investment Council and State agencies for resolving performance issues.

See part III. Assessment, State Readiness Analysis, section B.1.a.v. for a description of how the state and local boards will work together to identify issues and resolve performance problems.

Sanctions for poor performance are a last resort. The state will ensure technical assistance is provided when appropriate. Please see Attachment #12 for Indiana's sanctions policy. The policy indicates how technical assistance will be made available and the progression of correction action and sanctions as necessary.

X State Administration

Technology Infrastructure and/or Management Information Systems

Indiana has been methodical in creation of new technology infrastructure and management information systems. While these systems have served Indiana well, there are enhancements that must be made to meet the needs of our customers and partners. Indiana is investigating creation or enhancement of systems for job matching, case management, and performance management.

Job Matching

The Customer Self Service System (CS3) is Indiana's job matching system, established in 1998, and may be accessed online or at a terminal in a local WorkOne office. The web based system is utilized by both employers and job seekers. Employers may post job openings from the comfort of their offices without the need for assistance from WorkOne staff. However, WorkOne staff is able to post employer job orders as a courtesy.

From the job seeker perspective, CS3 is a multi-functional tool. The client establishes a personal account on the first visit to CS3. Personal information and history is then stored and available for later use. CS3 is the portal for the client to make an Unemployment Insurance claim, document work history, record credentials and education, as well as search for work.

Indiana is currently investigating enhancements to CS3 that would enable the system to be more fluid and flexible. Enhancements being sought will, at a minimum, allow CS3 to serve as a common intake system for many partner programs in the WorkOne center; enable resume building; and capture the most current labor force and job market data for Indiana and neighboring states.

Case Management and Performance Management

Currently, Indiana maintains a decentralized system for case management and performance management/reporting systems. Local workforce investment boards are responsible for selecting, operating, and maintaining case management and data systems for WIA that are capable of accurately reporting required data to the State. The decentralized approach was selected to enable local areas to use the local system deemed most appropriate to meet the needs of programs and customers.

While decentralization provides for local control, it also results in an inconsistent approach for reporting and case management. Customers receive the same services (i.e., case management) across the State, but it is completed differently from local area to local area. Paper is used as

well as electronic entry. Reporting systems differ as well as case management systems. In addition, no single system does case management which results in participant reporting. Indiana believes the lack of standardization results in confusion for our customers, an increased workload for staff, and inconsistent information – in general, processes which do not assist Indiana in meeting its goals.

Indiana is seeking a statewide Case Management system that is able to collect and report Performance Management data as a by-product of normal case management transactions. We believe a robust and standard system will ease the workload of partners and service providers while creating accurate and reliable information.

Use of Statewide Funding

Indiana will use funds reserved for required statewide activities under WIA as indicated in Section 134(a) (2) and may use the funds as indicated under Section 134(a) (3). An example of an allowable use of funding is provided:

Indiana is focused on achieving Governor Daniels' vision through dedicated efforts in Indiana's economic and workforce regions. To further promote the regionalization, integration, alignment, and innovation strategy, DWD's Customer Solutions division and Partner Services unit has created a dedicated team focused on grants management. This team is charged with creating a formal grants process to award reserved funds to regions. DWD will establish guidelines requesting grant proposals based on achievement of Governor Daniels' three objectives. Proposals will be scored by a cross functional team and weighted on implementation of Governor Daniels' strategy.

This objective and formal process will allow DWD to award innovative regions with the capital needed to implement Governor Daniels' vision. It is our anticipation that the competitive grant process will facilitate the integration of regions and partners behind a common objective thus making the system more cohesive.

Waiver Requests

Please refer to "Waivers and Workflex" on pages 22-23 for the response.

Performance Management

Indiana has policies and procedures in place for performance management and accountability. Continuous improvement is of core importance to Indiana's Workforce Development System. Indiana annually reviews and updates performance measure policy. Policies are maintained online at www.in.gov/dwd.

Currently, Indiana rewards system partners based on action taken two program years previously. Not only is the award late but improvement needs are not known in a timely manner. In order to best serve Hoosier customers, the system must provide real-time data. This is not only true for the WIA measures, but all programs provided by DWD and WorkOne partners. Real-time measures will indicate the need for action and provide for real-time rewards. Indiana will begin investigating "real-time measures" as a means of continuous improvement.

Through the use of the standard case/performance management system and real-time measures, Indiana will track key data that is common to all partners; utilize incentives to improve performance; monitor progress; provide customized training for deficiencies; and conduct financial and program enrollment reviews.

Indiana is diligently preparing for the implementation of new common measures. The DWD team has read TEGL 15-03, requested clarification on guidelines and definitions, conducted an initial analysis of the current system to determine changes that will be required, and drafted an implementation timeline.

Performance measures for program years 2005 and 2006 are in Attachment C.

Administrative Provisions

Indiana Appeals Process

Step A: The unit of general local government or grant recipient has thirty (30) days from the mailing of a notice of denial of automatic designation under WIA Section 116(a) (2) or of temporary and subsequent designation under Section 116(a) (3) to appeal the decision and request a hearing.

Step B: The appeal must be in writing and state the reasons the entity should receive the designation denied by the State Workforce Investment Board.

Step C: The appeal must be sent by certified mail, return receipt requested.

Step D: Failure to submit the appeal within thirty (30) days from the mailing of the notice of denial shall result in termination of the entity's right to appeal the State Board's determination.

Procedural Rules for Hearings

Step A: Hearing Office

Hearings will be conducted by either a DWD staff attorney serving as an Administrative Law Judge (ALJ) or by another attorney licensed in the State of Indiana who has been contracted by DWD to conduct such hearings.

Step B: Scheduling:

Within ten (10) days of receipt of the appeal, the Legal Department of DWD shall contact the appellant (appealing party) to set a hearing date which is acceptable to both parties. Once the hearing date is set, it will not be rescheduled without a showing of good cause.

Step C: Discovery

The parties shall engage in informal rehearing discovery for the purpose of exchanging relevant information, and avoiding unnecessary delays in the proceedings. The ALJ shall have the discretion to resolve any rehearing discovery disputes.

Step D: Exchange of Witness and Exhibit Lists:

The parties shall exchange witness and exhibit lists at least twenty (20) days before the scheduled hearing.

Step E: Voluntary Withdrawal of Appeal:

The appellant may voluntarily withdraw the appeal upon written notice to the ALJ.

Step F: Involuntary Withdrawal of Appeal:

Upon notice to the appellant, the State Board may submit a motion for involuntary withdrawal of appeal upon the appellant's failure to timely pursue its appeal. The ALJ shall rule upon such a motion upon twenty (20) days of receipt.

Step G: Representation:

Appellant may be represented, at its own expense and without the use of federal or State funds, by counsel or, unless prohibited by law, by another representative.

Step H: Witnesses and Evidence:

Both parties will have the opportunity to present evidence and witnesses and to cross-examine witnesses at the hearing. Evidence and witnesses will be limited to only those issues specified in appellant's request for hearing.

Step I: General Procedures

Area designation hearings shall be conducted informally. Formal rules of evidence shall not apply. The ALJ has the discretion to exclude evidence that he/she determines is immaterial or redundant.

Step J: Conduct of Hearing

The parties may make opening statements to advise the ALJ concerning the issues and to summarize the evidence to be presented. The parties are responsible for furnishing all information relevant and available to resolve the issues during the presentation of the case. The ALJ may elicit any testimony and information that may be necessary to discover the truth and to arrive at a fair decision. In examination of the witnesses, the party calling the witness is entitled to conduct initial questioning. Witnesses are subject to cross-examination by other party and by the ALJ.

Step K: Transcript:

The proceedings shall be memorialized by a court reporter, the expense for which shall be borne by the appellant without the use of state or federal funds.

Step L: Close of Record

All evidence must be submitted and argued, and the record must be closed, no later than fourteen (14) days following the first day of the hearing.

Step M: Final Decision

The ALJ shall submit to the parties a written decision not later than thirty (30) days from the close of record date. This time frame may be extended for good cause, only with consent of both parties. The decision shall be comprised of findings of fact and conclusions of law that are based upon the application of relevant law to the facts. The ALJ's written decision shall constitute final state action.

Appeal of ALJ Decision

Step A: In accordance with Section 116(a) (5) and 20 CFR Part 667.640, a unit or combination of units of general local government, whose appeal has not resulted in designation as a local workforce service area may appeal the denial to the United State Secretary of Labor.

Step B: Such appeals must be filed not later than thirty (30) days after receipt of written notification of the denial from the State Board, and must be submitted by certified mail, return receipt requested, to the Secretary, U. S. Department of Labor, Washington DC 20210, and Attention: ASET. A copy of the appeal must be simultaneously provided to the State Board.

Step C: The appellant must establish that it was not accorded procedural rights under the appeal process set forth in the state plan, or establish that it meets the requirements for designation in WIA Section 116(a)(2) or (a)(3). The Secretary may consider any comments submitted in response by the State Board.

Step D: If the Secretary determines that the appellant has met its burden of establishing that it was not accorded procedural rights under the appeal process set forth above, or that it meets the requirements for designation in WIA Section 116(a) (2) or (a) (3), the Secretary may require that the area be designated as a local workforce service area.

Step E: The Secretary must issue a written decision to the Governor and the appellant.

Compliance with the Nondiscrimination Requirements of WIA

Compliance with the nondiscrimination provision in Section 188 of WIA will be obtained through the following requirements which must be incorporated into the systems and practices of all recipients. Any program or activity that receives federal financial assistance with WIA Title I is a recipient and therefore subject to these requirements:

Designation of Equal Opportunity Officer

Every recipient must designate an Equal Opportunity (EO) Officer except small recipients and service providers.

Notice and Communication Requirements

All prescribed notices will be provided to registrants, applicants, and eligible applicants/registrants, participants, applicants for employment and employees, unions or professional organizations that hold collective bargaining or professional agreements with the recipient, subrecipients that receive WIA Title I funds; and members of the public, including those with impaired vision or hearing.

Assurance Statement, Job Training Plans, Contracts, Policies

Each application for financial assistance under WIA Title I will include the appropriate assurance language. Each grant application also assures that it will comply with 20 CFR Part 37 and all other appropriate regulations.

Universal Access

Recipients must take appropriate steps to ensure that they are providing universal access to the WIA Title I-financially assisted programs and activities.

Compliance with Section 504 of the Rehabilitation Act of 1973

In providing any aid, benefits, services or training under WIA Title I-funded program or activity, a recipient must not, directly or through contractual licensing, or other arrangements, deny a qualified individual with a disability the opportunity to participate in or benefit from the aid, benefits, services, or training on the basis of a disability.

Data and Information Collection and Maintenance

Each recipient must collect and maintain records to determine whether the recipient has complied or is complying with the nondiscrimination and equal opportunity provisions of WIA.

Monitoring Recipients for Compliance

DWD will establish and publish procedures for the periodic monitoring of programs and activities operated under WIA Title I for compliance with the nondiscrimination requirements.

Compliant Processing Procedures

DWD will develop and publish procedures for processing complaints of discrimination.

Corrective Actions/Sanctions

Where violations of the WIA Section 188 are found and voluntary compliance has not been achieved, DWD may implement sanction procedures.

XI Assurances

1. The State assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under sections 127 and 132. (§ 112(b)(11).)
2. The State assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that—
 - a. The State has implemented the uniform administrative requirements referred to in section 184(a)(3);
 - b. The State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and
 - c. The State has taken appropriate action to secure compliance with section 184 (a)(3) pursuant to section 184(a)(5). (§ 184(a)(6).)
3. The State assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the State, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this Plan. (§ 112(b)(12)(B).)
4. The State assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities authorized in chapters 41 and 42 of title 38 U.S. code. The State assures that it will comply with the veterans priority established in the Jobs for Veterans Act. (38 U.S.C. 4215.)
5. The State assures that the Governor shall, once every two years, certify one local board for each local area in the State. (§ 117(c)(2).)
6. The State assures that it will comply with the confidentiality requirements of section 136(f)(3).
7. The State assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§ 181(b)(7).)
8. The State assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a Methods of Administration has been developed and implemented (§ 188.)
9. The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (§ 185.).
10. The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and

agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:

- General Administrative Requirements:
 - 29 CFR part 97—Uniform Administrative Requirements for State and Local Governments (as amended by the Act).
 - 29 CFR part 96 (as amended by OMB Circular A–133)—Single Audit Act.
 - OMB Circular A–87—Cost Principles (as amended by the Act).
- Assurances and Certifications: Æ SF 424 B—Assurances for Non-construction Programs.
 - 29 CFR part 37—Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR 37.20.
 - CFR part 93—Certification Regarding Lobbying (and regulation).
 - 29 CFR part 98—Drug Free Workplace and Debarment and Suspension Certifications (and regulation).
- Special Clauses/Provisions:

Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.

11. The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.

12. The State certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. chapter 41 and 20 CFR part 1001.

13. The State certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.

14. The State assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.

15. The State certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.

16. As a condition to the award of financial assistance from the Department of Labor under title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

—Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA title I—financially assisted program or activity;

—Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;

—Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;

—The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and

— Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

The grant applicant also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA title I—financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA title I—financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

17. The State assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor Guidance implementing these laws, and all other applicable Federal and State laws and regulations.

Attachment A - ETA Regional Administrator: January 2005

Region 5—Chicago/Kansas City

Byron Zuidema, Regional
Administrator, U.S. Department of
Labor/ETA, 230 S. Dearborn Street,
Rm. 628, Chicago, Illinois 60604,
(312) 596-5400, Fax: (312) 596-5401,
Zuidema.byron@dol.gov.

Attachment B - Program Administration Designees and Plan Signatures

Name of WIA Title I Grant Recipient: Ronald L. Stiver, Commissioner

Agency: **Indiana Department of Workforce Development**
Address: **10 North Senate Avenue**
Indianapolis, IN 26204

Telephone Number: **317.232-7676**

Facsimile Number: **317.233-1670**

E-mail Address: **STATEPLAN@dwd.IN.gov**

Name of State WIA Title I Administrative Agency (if different from the Grant Recipient):

Note: It is the same grant recipient and agency as listed above.

Name of WIA Title I Signatory Official:

Address:

Telephone Number:

Facsimile Number:

E-mail Address:

Name of WIA Title I Liaison: Brooke Huntington
Deputy Commissioner, Customer Solutions
Indiana Department of Workforce Development

Address: **10 North Senate, Indianapolis, IN 46204**

Telephone Number: **317.232-0203**

Facsimile Number: **317.233-1670**

E-mail Address: **STATEPLAN@dwd.IN.gov**

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:

Ronald L. Stiver, Commissioner, Indiana Department of Workforce Development

Address: **10 North Senate Avenue, Indianapolis, Indiana 46204**

Telephone Number: **317.232-7676**

Facsimile Number: **317.233-1670**

E-mail Address: **STATEPLAN@dwd.IN.gov**

Name and title of State Employment Security Administrator (Signatory Official):

**Brooke Huntington
Deputy Commissioner, Customer Solutions
Indiana Department of Workforce Development**

Address: **10 North Senate Avenue, Indianapolis, Indiana 46204**

Telephone Number: **317.232-0203**

Facsimile Number: **317.233-1670**

E-mail Address: **STATEPLAN@dwd.IN.gov**

Please see letter from Governor Daniels' regarding the certifying of this Strategic Two Year Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act, May 2005 for Indiana Workforce Development. The letter is located at the beginning of this document.

Attachment C - Optional Table for State Performance Indicators and Goals

PY 05-06 State WIA Performance Measures Worksheet

Page 1 of 4

Indiana				
	PY 2001 Negotiated Standard	PY 2001 DOL Provided	PY 2001 IND Reported	PY2001 New Calc
ADULTS				
Entered Employment Rate	77	80.6	80.6	
Employment Retention Rate	80	79.6	84.6	79.6
Earnings Change	\$3,600	\$1,821	\$1,821	
Employment & Credential Rate	50	53.5	53.5	
DISLOCATED WORKERS				
Entered Employment Rate	74	89.1	89.1	
Employment Retention Rate	85	90	93	90
Earnings Change	90	-\$2,270	84.0	-\$2,270
Employment & Credential Rate	50	53.2	53.2	
OLDER YOUTH				
Entered Employment Rate	69	71.8	71.8	
Employment Retention Rate	78	82.3	82.3	
Earnings Change	\$3,100	\$2,928	\$2,928	
Credential Rate	45	34.9	34.9	
YOUNGER YOUTH				
Skill Attainment Rate	65	75.3	75.3	
Diploma Attainment Rate	50	40.2	40.2	
Retention Rate	55	58.7	58.7	
CUSTOMER SATISFACTION				
Participant	65	75.6	75.6	
Employer	60.0	70.7	70.7	

PY 05-06 State WIA Performance Measures Worksheet

Page 2 of 4

Indiana				
	PY 2002 Negotiated Standard	PY 2002 DOL Provided	PY 2002 IND Reported	PY 2002 New Calc
ADULTS				
Entered Employment Rate	77	77.8	77.8	
Employment Retention Rate	80	80.7	85.7	80.7
Earnings Change	\$2,600	\$2,566	\$2,566	
Employment & Credential Rate	50	62.6	62.6	
DISLOCATED WORKERS				
Entered Employment Rate	75	86.3	86.3	
Employment Retention Rate	86	89.8	92.8	89.8
Earnings Change	88.0	-\$1,776	89.7%	-\$1,776
Employment & Credential Rate	50	59	59	
OLDER YOUTH				
Entered Employment Rate	69	63.9	63.9	
Employment Retention Rate	78	77.6	77.6	
Earnings Change	\$3,150	\$2,374	\$2,374	
Credential Rate	55	32.4	32.4	
YOUNGER YOUTH				
Skill Attainment Rate	67	85	85	
Diploma Attainment Rate	55	50.1	50.1	
Retention Rate	55	54.2	54.2	
CUSTOMER SATISFACTION				
Participant	70	75.9	75.9	
Employer	68.0	70.8	70.8	

PY 05-06 State WIA Performance Measures Worksheet

Page 3 of 4

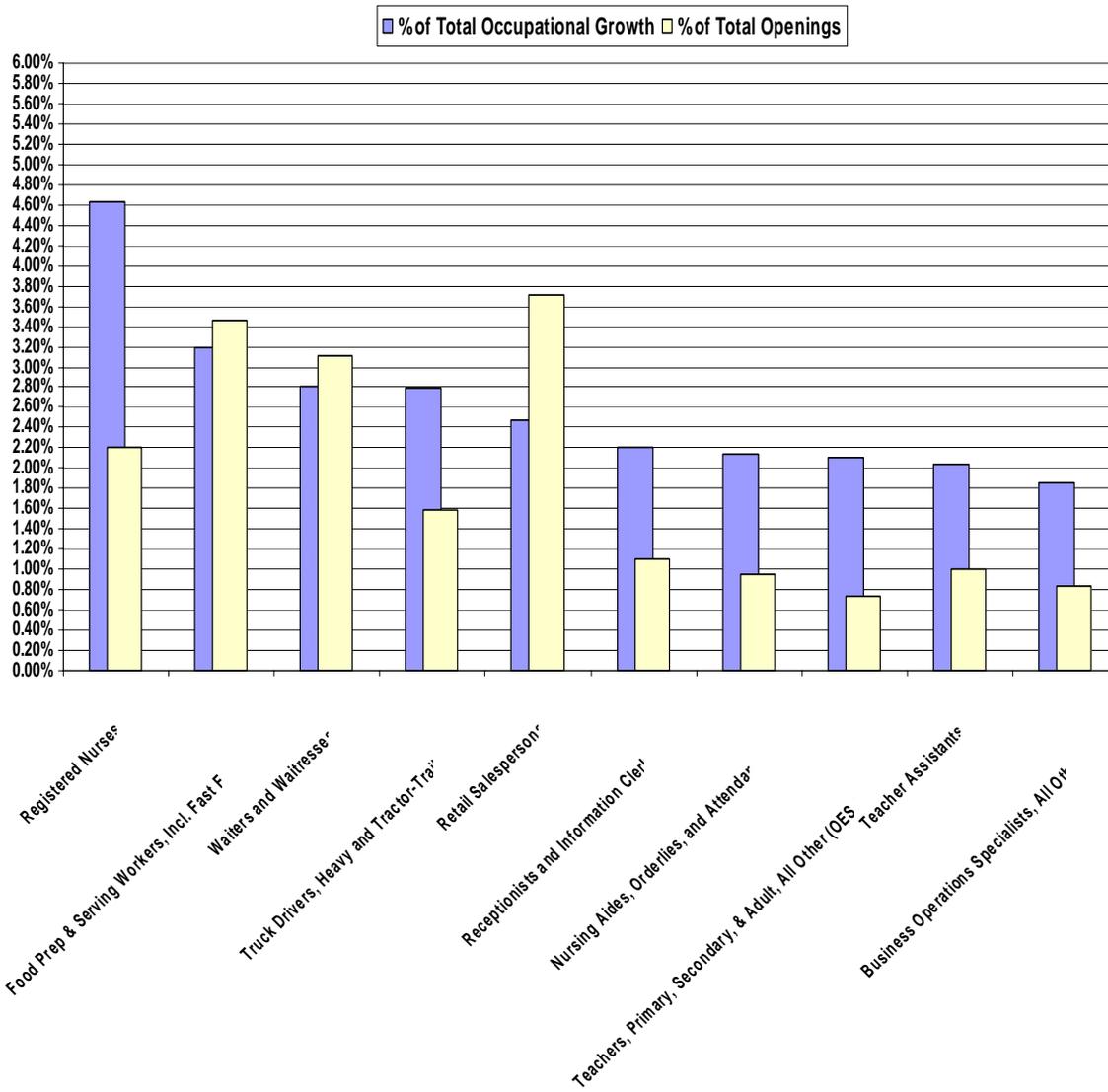
Indiana				
	PY 2003 Negotiated Standard	PY 2003 DOL	PY 2003 IND Reported	PY 2003 New Calc
ADULTS				
Entered Employment Rate	77	82.9	82.9	
Employment Retention Rate	80	83.1	88.1	83.1
Earnings Change	\$2,700	\$3,363	\$3,363	
Employment & Credential Rate	50	65.7	65.7	
DISLOCATED WORKERS				
Entered Employment Rate	78	87.8	87.8	
Employment Retention Rate	88	90.0	95.0	90.0
Earnings Change	90.0	-\$1,185	93.0%	-\$1,185
Employment & Credential Rate	50	61.9	61.9	
OLDER YOUTH				
Entered Employment Rate	69	73.3	73.3	
Employment Retention Rate	78	82.1	82.1	
Earnings Change	\$2,550	\$3,099	\$3,099	
Credential Rate	45	43.3	43.3	
YOUNGER YOUTH				
Skill Attainment Rate	67	88.3	88.3	
Diploma Attainment Rate	55	57.4	57.4	
Retention Rate	55	60.4	60.4	
CUSTOMER SATISFACTION				
Participant	70	77.5	77.5	
Employer	68.0	73.0	73.0	

PY 05-06 State WIA Performance Measures Worksheet

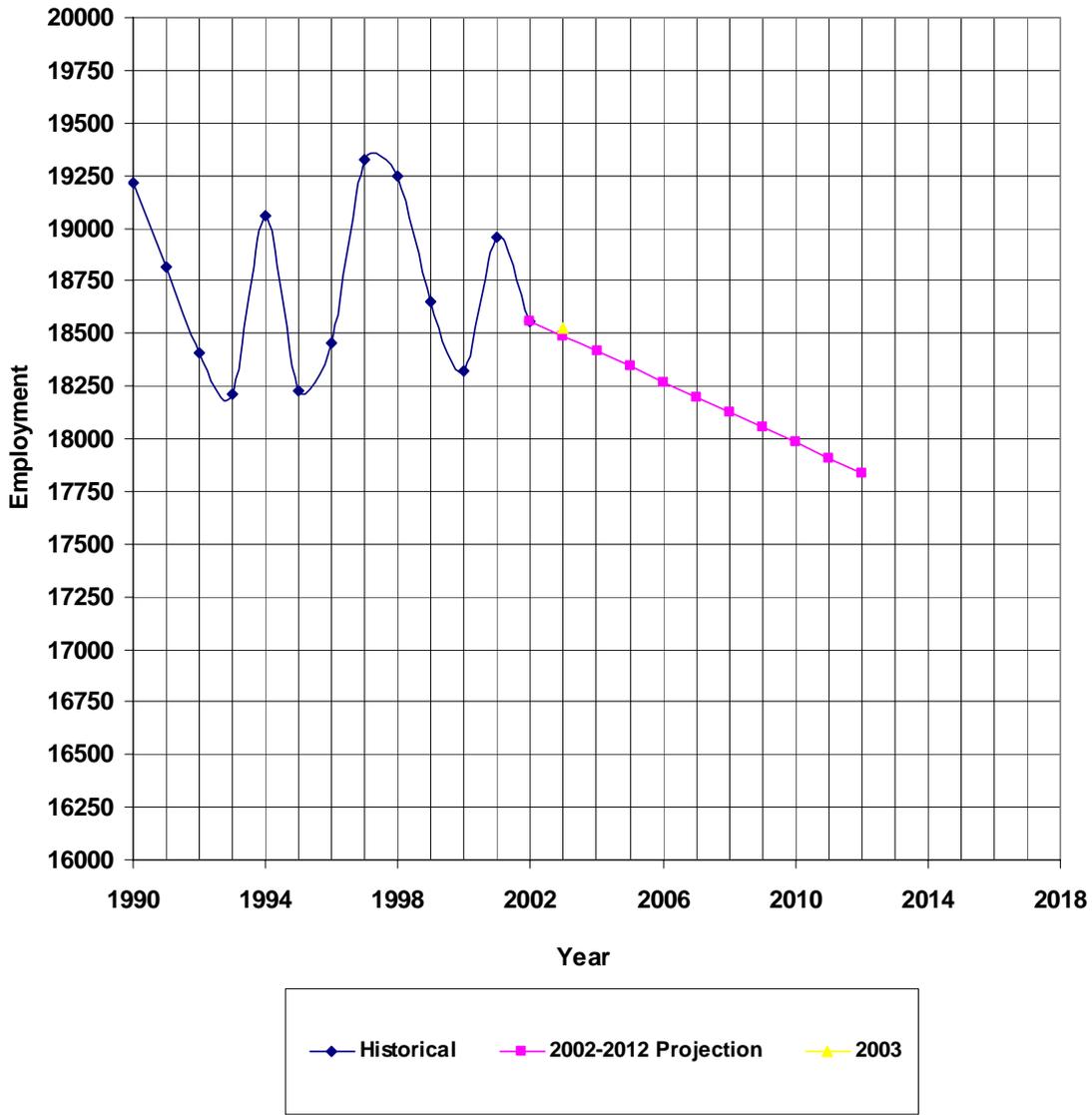
Page 4 of 4

Indiana	Natl Avg*/ GPRA 2005	Regional Office Departur e Point PY 2005	PY 2004 Negotiate d Standard	State Proposal PY 2005	Final Negotiate d PY 2005	Regional Office Departur e Point PY 2006	State Proposal PY 2006	Final Negotiated PY 2006
ADULTS								
Entered Employment Rate	76		77	77%			78%	
Employment Retention Rate	86		82	82%			83%	
Earnings Change	\$3,400		\$2,700	\$2,750			\$2,800	
Employment & Credential Rate	62		58	59%			60%	
DISLOCATED WORKERS								
Entered Employment Rate	83%		81	82%			82%	
Employment Retention Rate	92%		89	89%			89%	
Earnings Change	-\$1,353		90	-\$2,300			-\$2,250	
Employment & Credential Rate	65		55	56%			57%	
OLDER YOUTH								
Entered Employment Rate	69		65	66%			67%	
Employment Retention Rate	80		78	78%			78%	
Earnings Change	\$3,167		\$2,550	\$2,600			\$2,650	
Credential Rate	48		45	45%			45%	
YOUNGER YOUTH								
Skill Attainment Rate	83		79	79%			81%	
Diploma Attainment Rate	53		55	55%			55%	
Retention Rate	61		55	55%			55%	
CUSTOMER SATISFACTION								
Participant	71		72	73%			74%	
Employer	70		70	70%			71%	

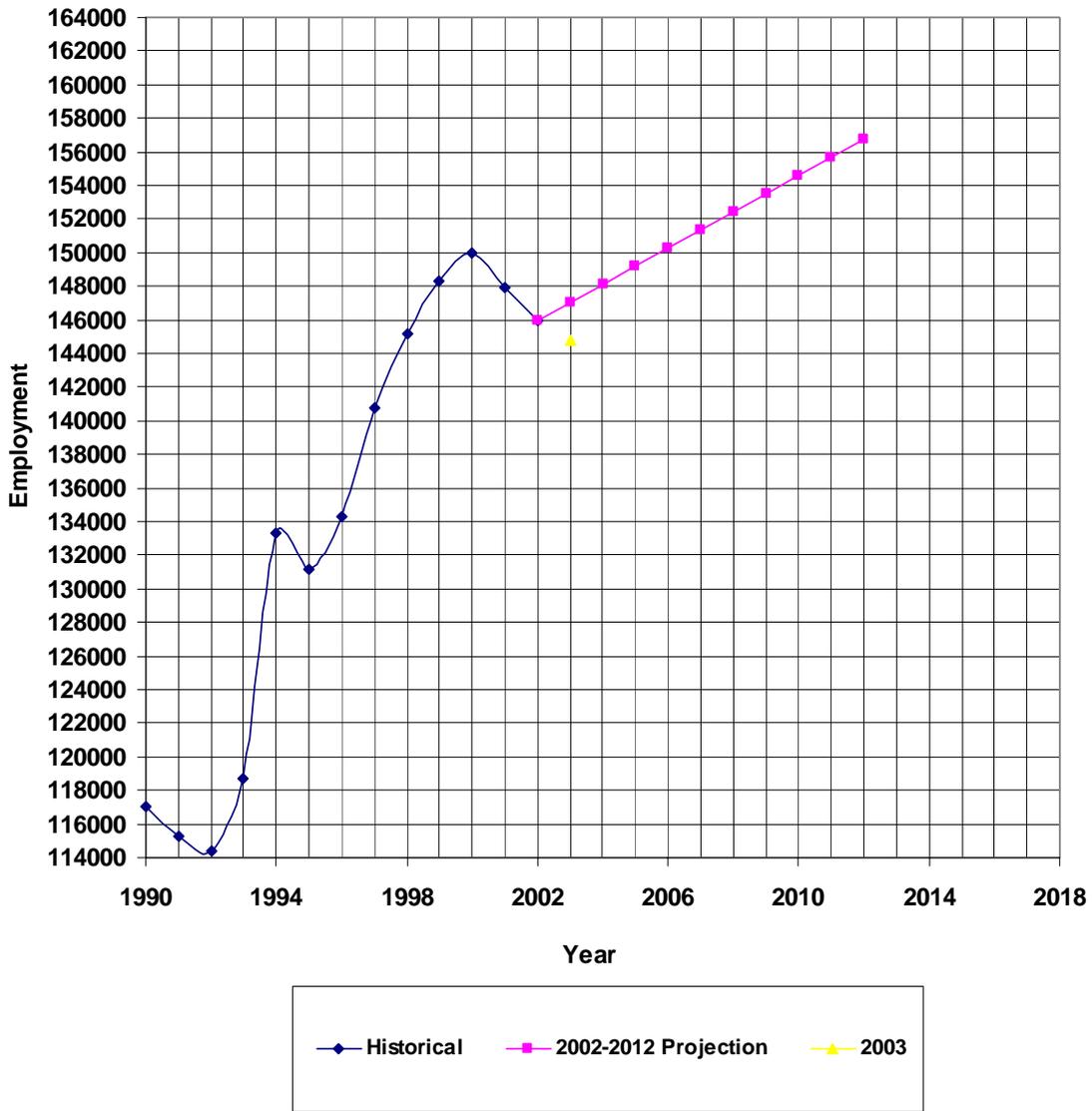
Attachment D – Tables and Charts



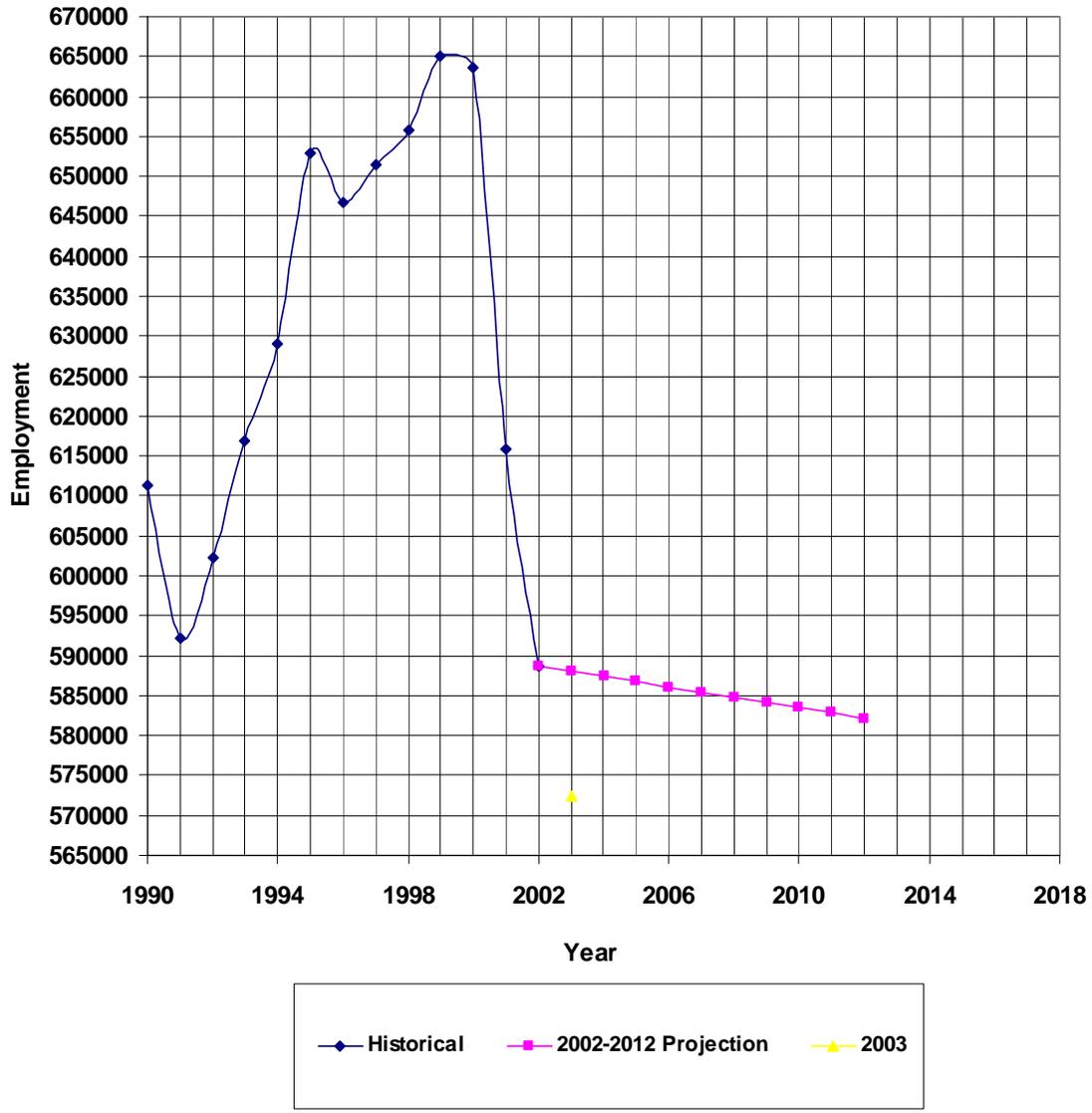
Natural Resources and Mining Super Sector A (Naics 11,21)



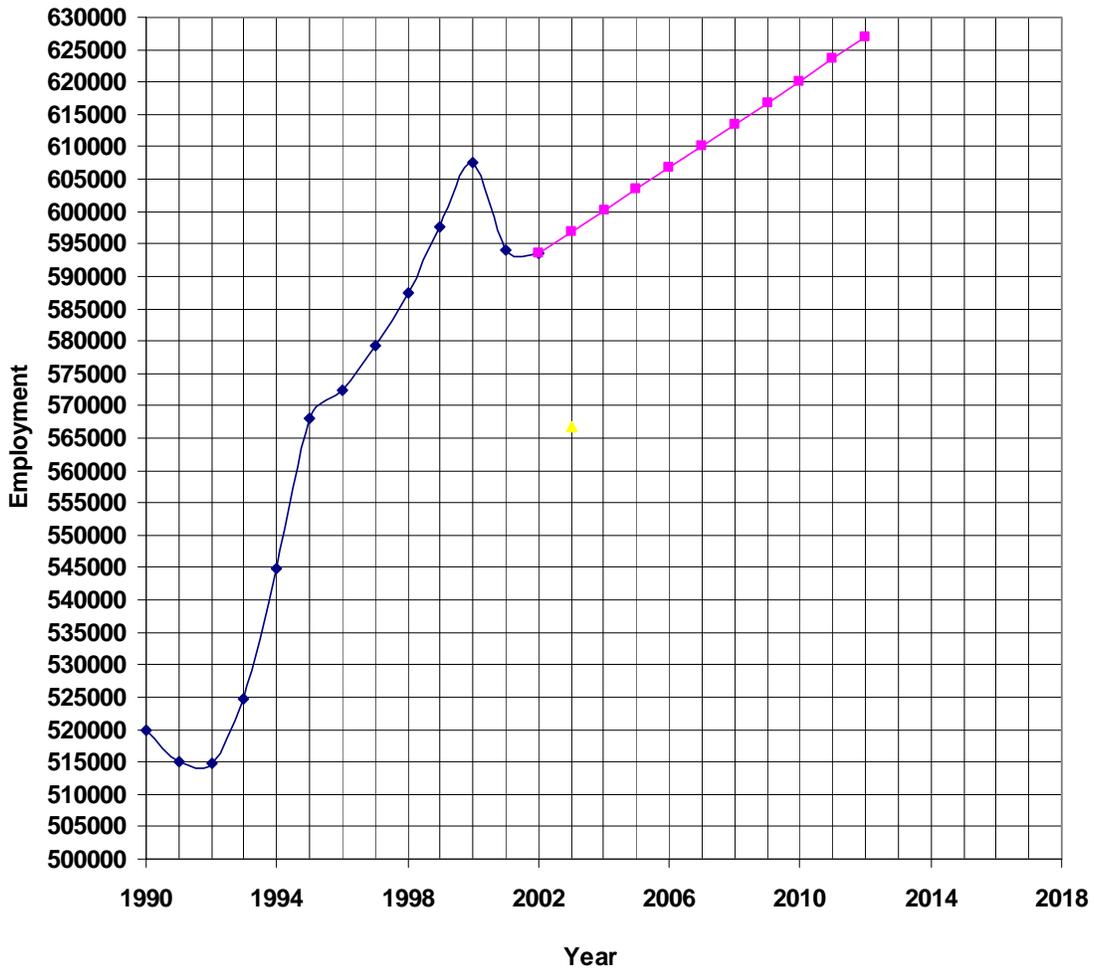
Construction Super Sector B (Naics 23)



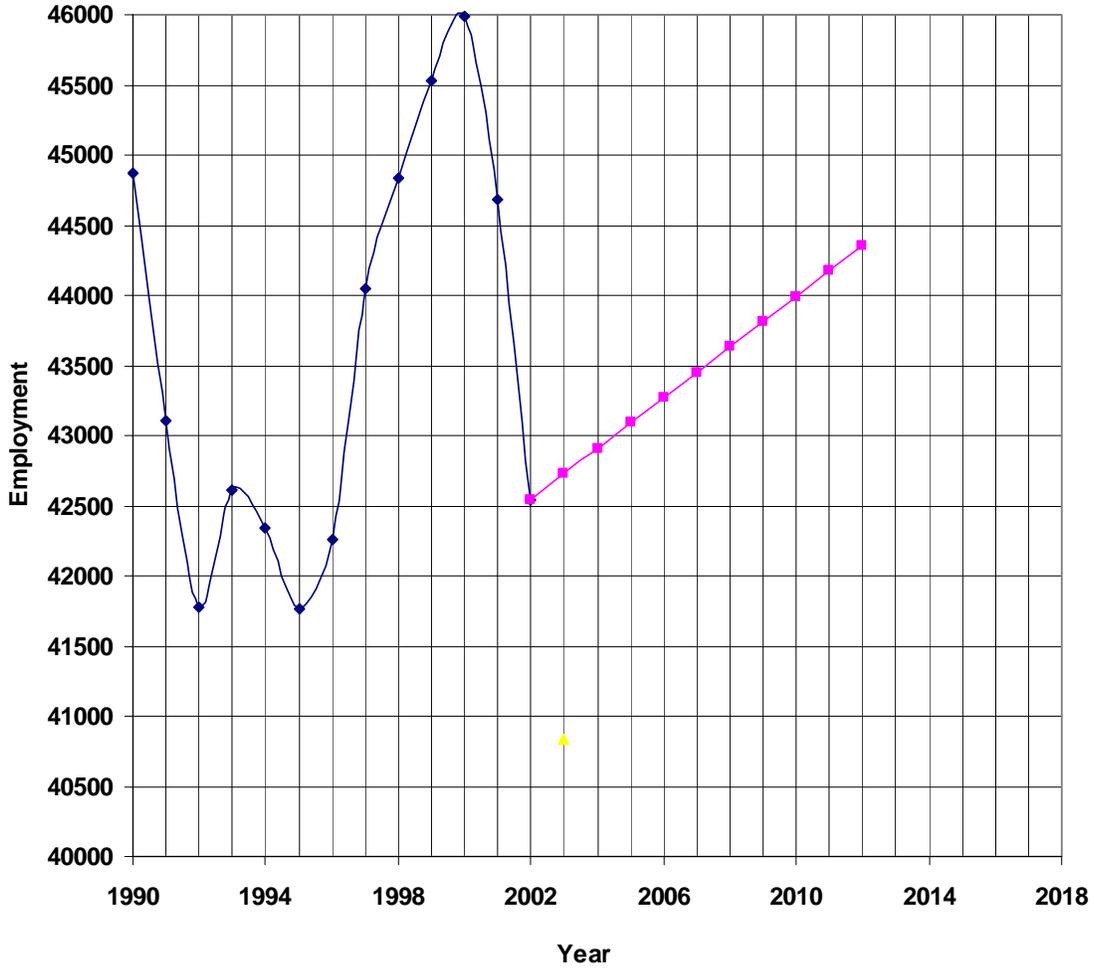
Manufacturing Super Sector C (Naics 31,32,33)



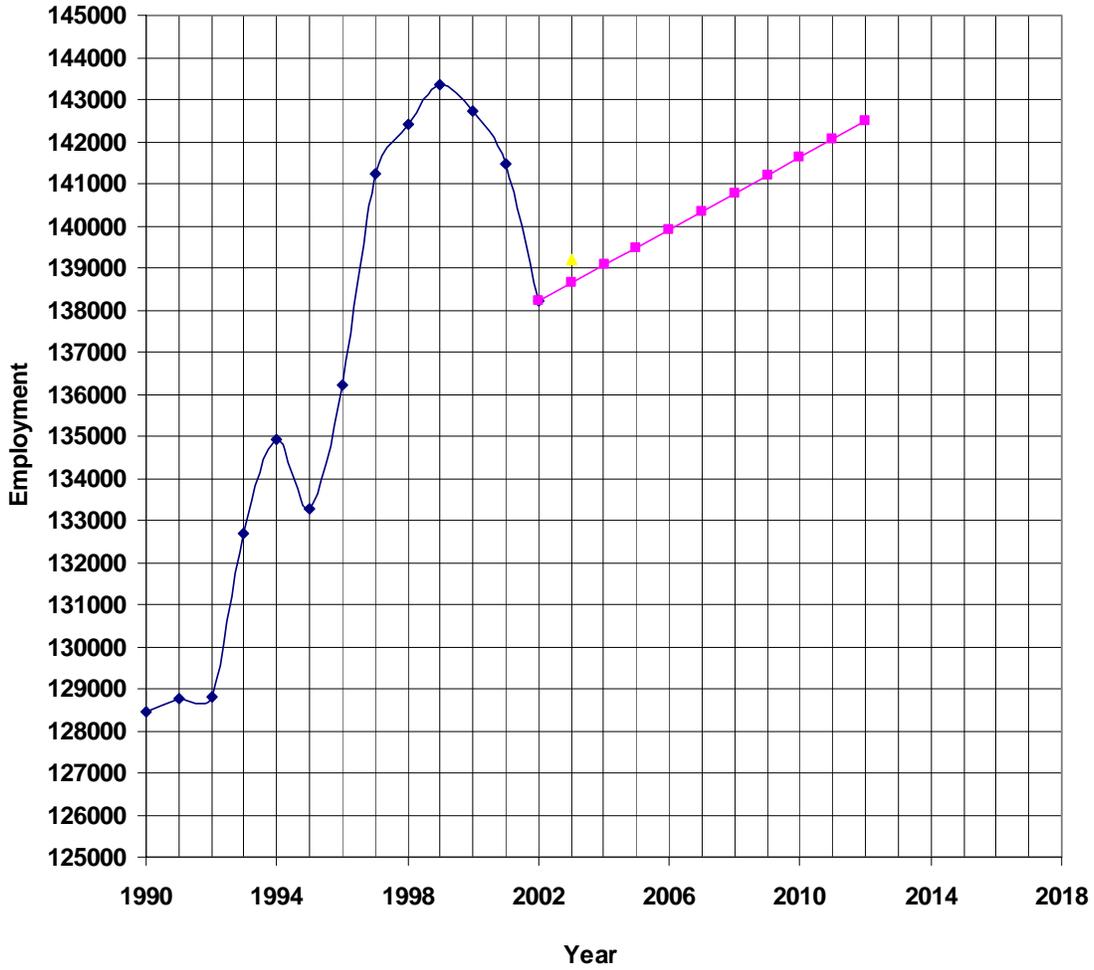
**Trade, Transportation, and Utilities
Super Sector D (Naics 22,42,44,45,48,49)**



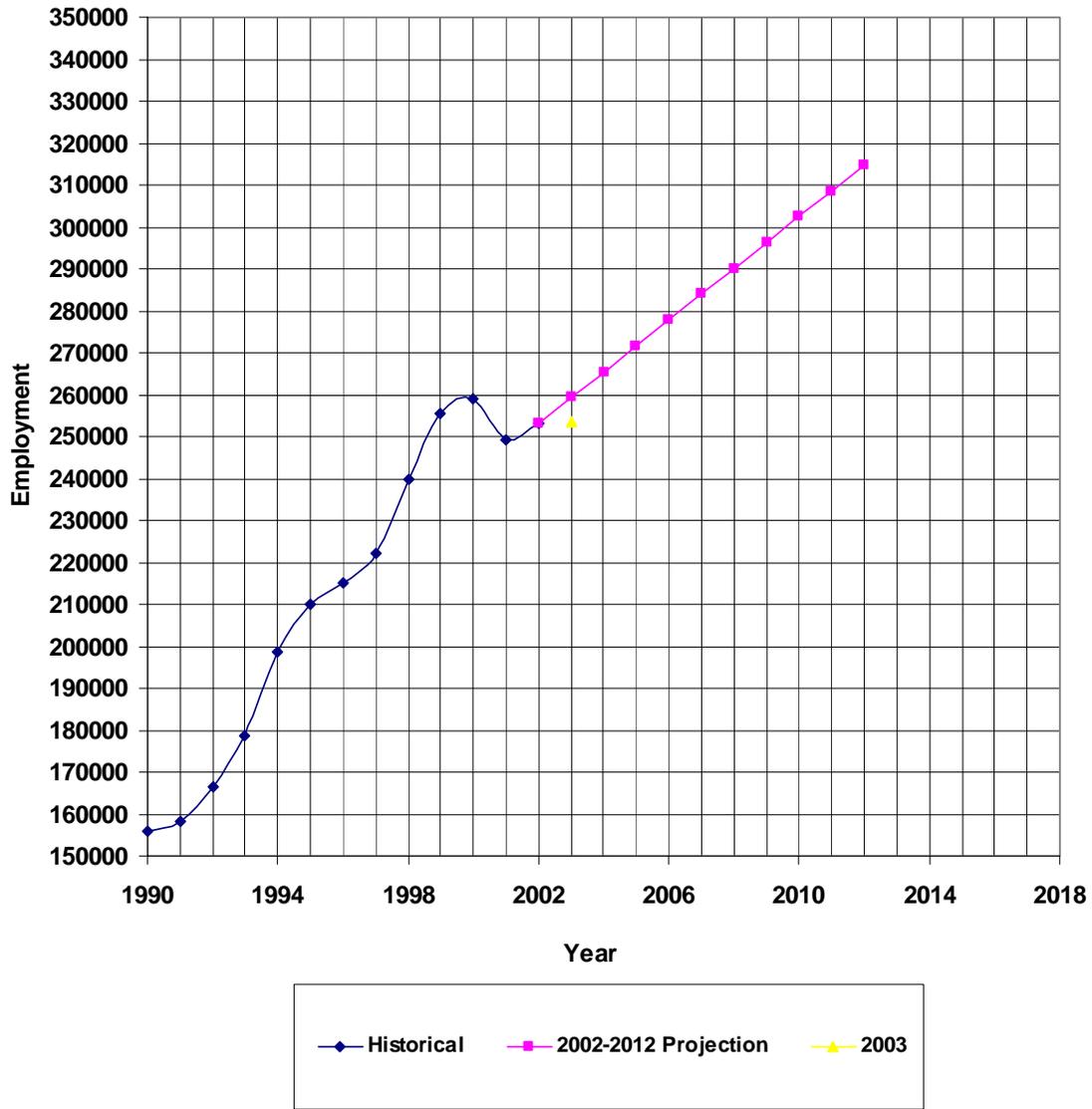
Information Super Sector E (Naics 51)



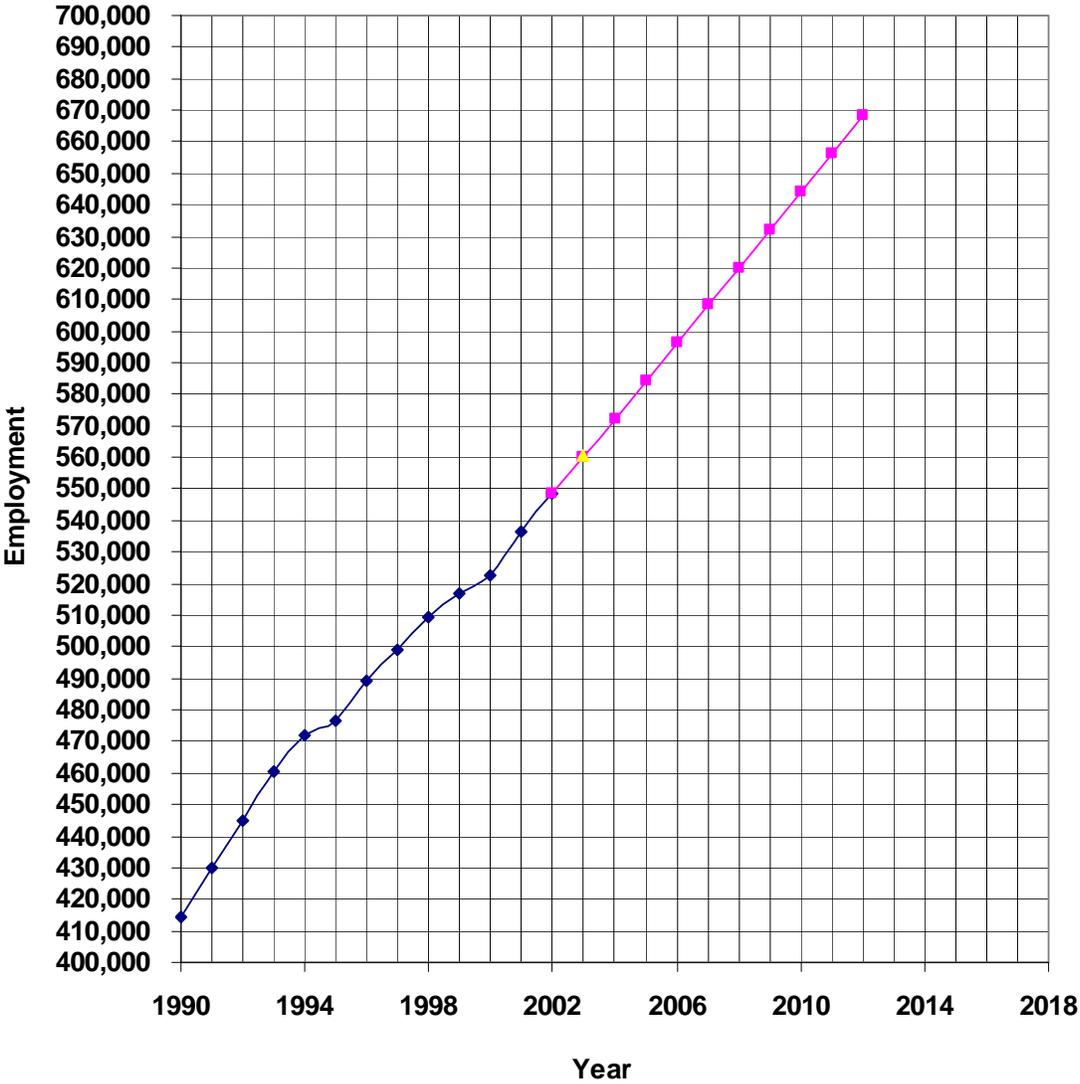
Financial Activities Super Sector F (Naics 52,53)



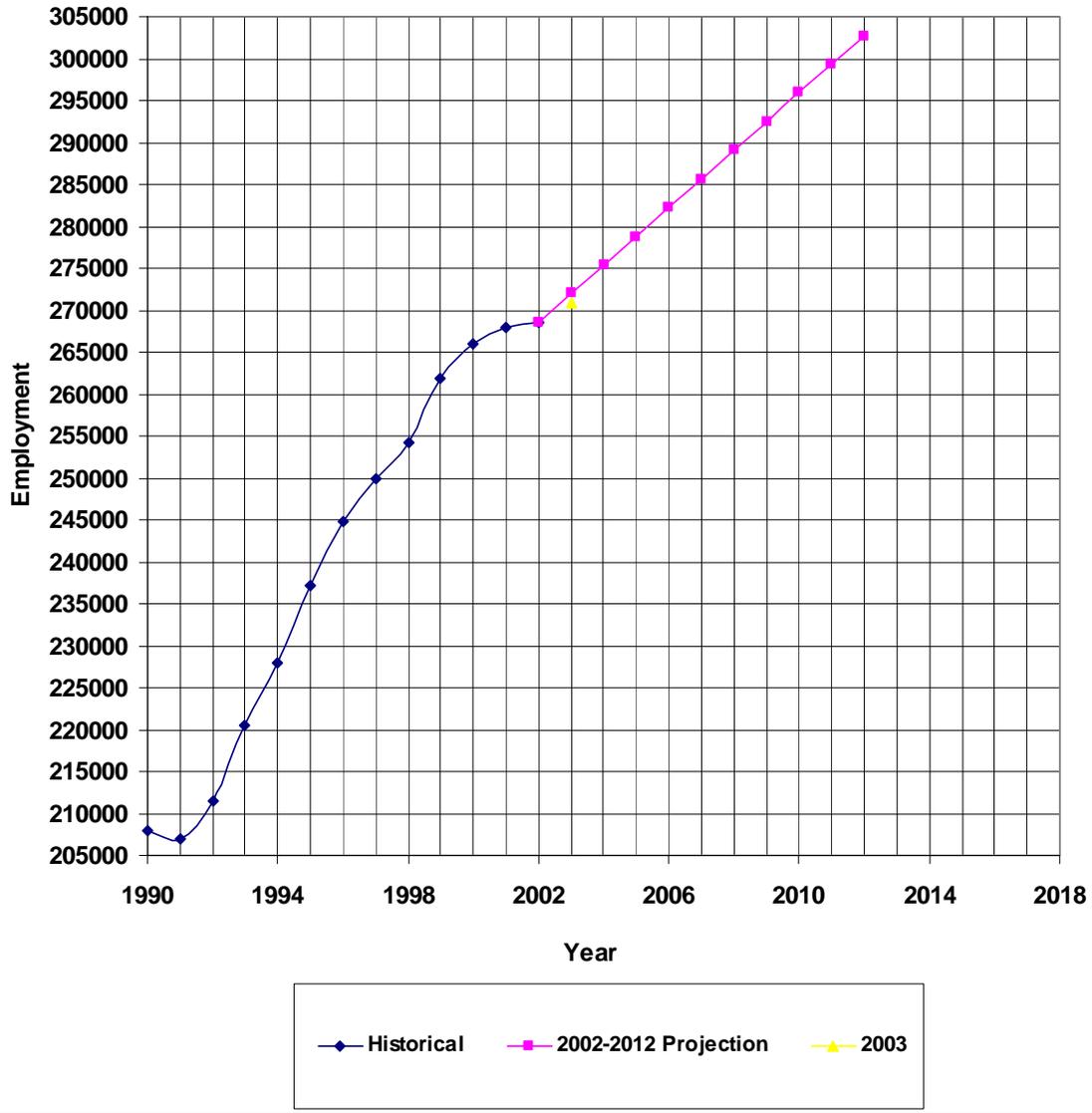
Professional and Business Services Super Sector G (Naics 54,55,56)



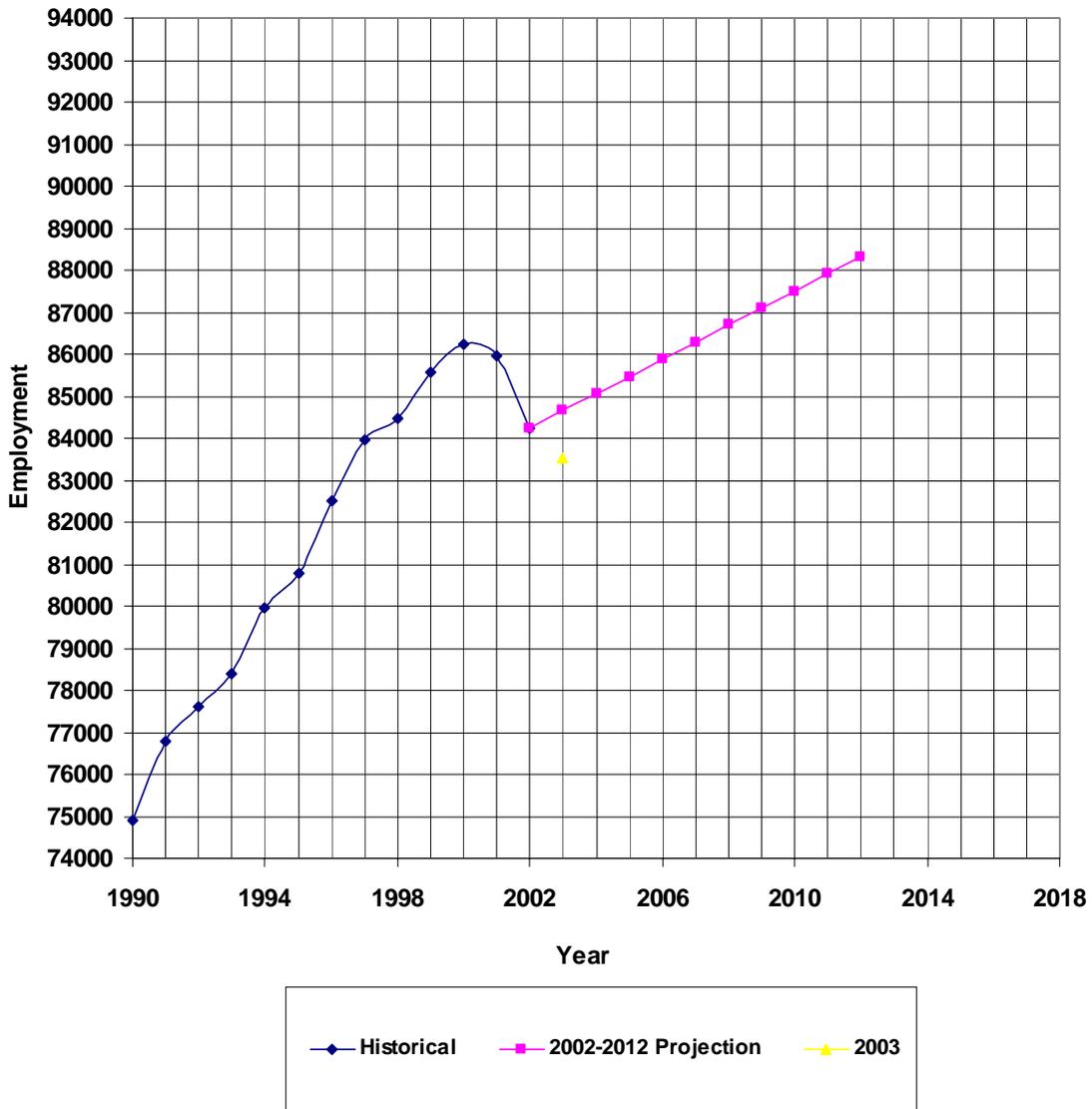
**Educational and Health Services
Super Sector H (Naics 61,62)**



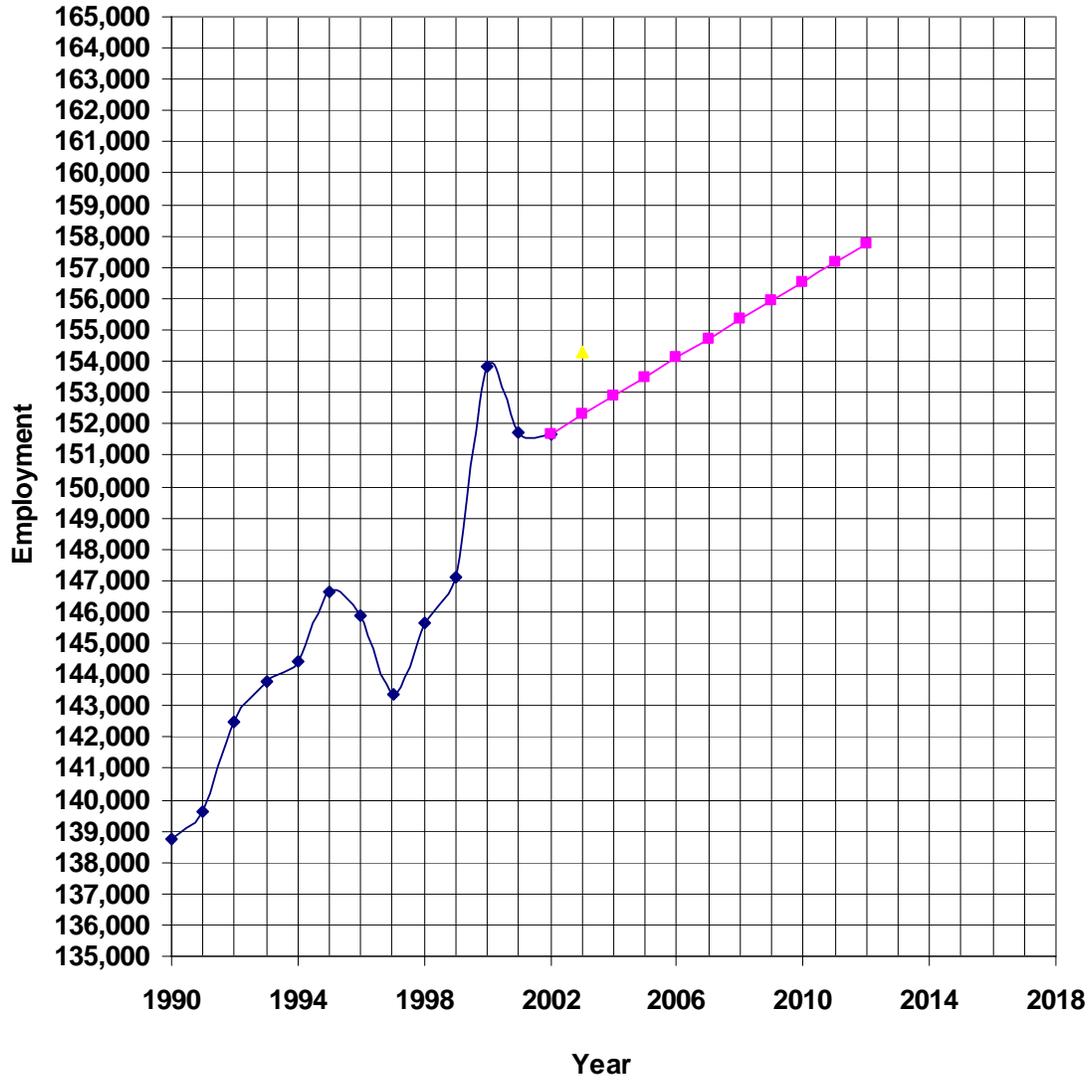
Leisure and Hospitality Super Sector I (Naics 71,72)



Other Services Super Sector J (Naics 81)



Government(Own 3,2,&1)



Occupational Code	Occupational Title	2002	2012	Total Growth	Growth Rate	Total Openings	Average Annual Wage
00-0000	Total, All Occupations	3,015,262	3,268,507	253,245	8.4%	985,827	\$33,025
29-1067	Surgeons	2,357	2,959	602	25.5%	917	\$186,604
29-1062	Family and General Practitioners	3,591	4,361	770	21.4%	1,250	\$150,048
11-1011	Chief Executives	8,332	8,866	534	6.4%	2,106	\$135,884
11-2022	Sales Managers	5,154	6,158	1,004	19.5%	1,955	\$84,331
11-1021	General and Operations Managers	35,286	39,065	3,779	10.7%	10,434	\$81,468
23-1011	Lawyers	6,946	8,177	1,231	17.7%	2,124	\$81,128
29-1051	Pharmacists	5,518	6,711	1,193	21.6%	2,263	\$78,859
11-3031	Financial Managers	7,408	8,069	661	8.9%	1,723	\$78,432
25-1071	Health Specialties Teachers, Postsecondary	1,649	2,283	634	38.4%	1,006	\$76,387
11-3021	Computer and Information Systems Managers	4,555	5,732	1,177	25.8%	2,004	\$76,057
11-9032	Education Administrators, Elementary and Secondary School	3,746	4,524	778	20.8%	1,708	\$73,205
13-1111	Management Analysts	8,336	9,570	1,234	14.8%	2,374	\$68,462
25-1199	Postsecondary Teachers, All Other	4,245	5,812	1,567	36.9%	2,526	\$68,024
15-1031	Computer Software Engineers, Applications	4,078	5,153	1,075	26.4%	1,478	\$67,696
15-1099	Computer Specialists, All Other	2,680	3,371	691	25.8%	994	\$62,726
15-1032	Computer Software Engineers, Systems Software	3,041	4,028	987	32.5%	1,288	\$62,380
11-9111	Medical and Health Services Managers	5,806	7,438	1,632	28.1%	2,764	\$62,244
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	8,752	9,652	900	10.3%	3,198	\$62,194
25-1011	Business Teachers, Postsecondary	1,654	2,326	672	40.6%	1,045	\$61,703
17-2112	Industrial Engineers	5,864	6,581	717	12.2%	2,136	\$60,910
29-1123	Physical Therapists	2,860	3,528	668	23.4%	950	\$60,326
15-1051	Computer Systems Analysts	8,195	10,376	2,181	26.6%	3,108	\$59,296
15-1081	Network Systems and Data Communications Analysts	1,938	2,687	749	38.6%	977	\$54,357
13-2011	Accountants and Auditors	18,641	20,770	2,129	11.4%	5,648	\$53,416
29-2021	Dental Hygienists	3,491	5,055	1,564	44.8%	1,862	\$52,410
29-1122	Occupational Therapists	1,896	2,417	521	27.5%	777	\$52,255
15-1071	Network and Computer Systems Administrators	3,955	4,909	954	24.1%	1,393	\$50,989
47-1011	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	15,670	17,086	1,416	9.0%	4,081	\$49,801
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	29,374	32,502	3,128	10.6%	10,841	\$49,131
13-2072	Loan Officers	4,518	5,283	765	16.9%	1,491	\$48,925

49-1011	First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	13,167	14,362	1,195	9.1%	4,494	\$48,625
25-1121	Art, Drama, and Music Teachers, Postsecondary	1,195	1,695	500	41.8%	770	\$48,618
47-2152	Plumbers, Pipefitters, and Steamfitters	12,906	13,627	721	5.6%	3,689	\$48,528
13-1199	Business Operations Specialists, All Other	20,477	25,170	4,693	22.9%	8,179	\$48,292
13-1071	Employment, Recruitment, and Placement Specialists	3,408	4,122	714	21.0%	1,236	\$48,217
47-2111	Electricians	17,493	19,324	1,831	10.5%	5,290	\$47,775
25-1081	Education Teachers, Postsecondary	1,355	1,900	545	40.2%	851	\$47,034
51-1011	First-Line Supervisors/Managers of Production and Operating Workers	26,480	28,618	2,138	8.1%	7,690	\$46,741
29-1111	Registered Nurses	47,593	59,335	11,742	24.7%	21,700	\$46,242
25-2043	Special Education Teachers, Secondary School	1,734	2,251	517	29.8%	930	\$44,216
25-2031	Secondary School Teachers, Except Special and Vocational Education	17,327	20,609	3,282	18.9%	8,158	\$43,667
25-2022	Middle School Teachers, Except Special and Vocational Education	10,544	11,590	1,046	9.9%	3,373	\$43,546
49-9041	Industrial Machinery Mechanics	6,784	7,400	616	9.1%	1,983	\$43,211
25-2021	Elementary School Teachers, Except Special Education	26,415	30,541	4,126	15.6%	9,956	\$43,140
21-1012	Educational, Vocational, and School Counselors	3,613	4,162	549	15.2%	1,374	\$42,845
41-9099	Sales and Related Workers, All Other	7,460	8,535	1,075	14.4%	2,495	\$42,640
47-2073	Operating Engineers and Other Construction Equipment Operators	8,526	9,108	582	6.8%	2,774	\$42,423
29-2011	Medical and Clinical Laboratory Technologists	3,350	4,065	715	21.3%	1,618	\$42,233
25-2041	Special Education Teachers, Preschool, Kindergarten, and Elementary School	3,080	4,009	929	30.2%	1,663	\$41,794
13-1073	Training and Development Specialists	3,732	4,453	721	19.3%	1,293	\$41,758
25-2012	Kindergarten Teachers, Except Special Education	2,731	3,430	699	25.6%	1,024	\$41,177
29-1126	Respiratory Therapists	2,949	3,860	911	30.9%	1,880	\$40,699
25-1194	Vocational Education Teachers, Postsecondary	1,453	2,007	554	38.1%	882	\$40,348
11-9151	Social and Community Service Managers	2,259	2,789	530	23.5%	963	\$40,127
29-2034	Radiologic Technologists and Technicians	4,021	4,885	864	21.5%	1,615	\$39,747
43-5061	Production, Planning, and Expediting Clerks	8,547	9,054	507	5.9%	2,576	\$38,585
27-3031	Public Relations Specialists	3,233	3,967	734	22.7%	1,198	\$37,964
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	6,199	7,246	1,047	16.9%	1,870	\$37,699
33-3051	Police and Sheriff's Patrol Officers	10,345	12,356	2,011	19.4%	4,688	\$37,690
47-2031	Carpenters	26,928	28,159	1,231	4.6%	5,614	\$36,927
15-1041	Computer Support Specialists	7,510	8,871	1,361	18.1%	2,285	\$36,676
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	7,826	8,513	687	8.8%	2,700	\$36,386
23-2011	Paralegals and Legal Assistants	2,656	3,436	780	29.4%	993	\$36,050

53-3032	Truck Drivers, Heavy and Tractor-Trailer	52,292	59,376	7,084	13.5%	15,624	\$35,382
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	37,110	37,855	745	2.0%	7,412	\$35,342
33-2011	Fire Fighters	4,847	5,624	777	16.0%	2,183	\$34,693
51-9199	Production Workers, All Other	12,528	13,423	895	7.1%	3,884	\$34,577
29-2055	Surgical Technologists	2,149	2,853	704	32.8%	984	\$34,546
19-4099	Life, Physical, and Social Science Technicians, All Other	2,877	3,632	755	26.2%	1,432	\$34,248
47-2051	Cement Masons and Concrete Finishers	4,611	5,474	863	18.7%	1,791	\$34,086
29-2061	Licensed Practical and Licensed Vocational Nurses	18,393	20,791	2,398	13.0%	6,408	\$33,294

High Wage Occupations Growing Slower Than Nation

Occupational Code	Occupational Title	2002	2012	Total Growth	Growth Rate	Total Openings	Average Annual Wage
15-1031	Computer Software Engineers, Applications	4,078	5,153	1,075	26.4%	1,480	\$67,696
15-1032	Computer Software Engineers, Systems Software	3,041	4,028	987	32.5%	1,290	\$62,380
15-1051	Computer Systems Analysts	8,195	10,376	2,181	26.6%	3,110	\$59,296
15-1061	Database Administrators	1,686	2,155	469	27.8%	640	\$50,023
15-1071	Network and Computer Systems Administrators	3,955	4,909	954	24.1%	1,390	\$50,989
15-1081	Network Systems and Data Communications Analysts	1,938	2,687	749	38.6%	980	\$54,357
15-1099	Computer Specialists, All Other	2,680	3,371	691	25.8%	990	\$62,726
17-2081	Environmental Engineers	1,116	1,448	332	29.7%	520	\$55,277
	Environmental Science and Protection Technicians, Including Health	710	954	244	34.4%	410	\$34,481
29-1071	Physician Assistants	696	1,022	326	46.8%	430	\$61,380
31-2011	Occupational Therapist Assistants	456	570	114	25.0%	170	\$35,519
31-2021	Physical Therapist Assistants	1,379	1,826	447	32.4%	680	\$38,536

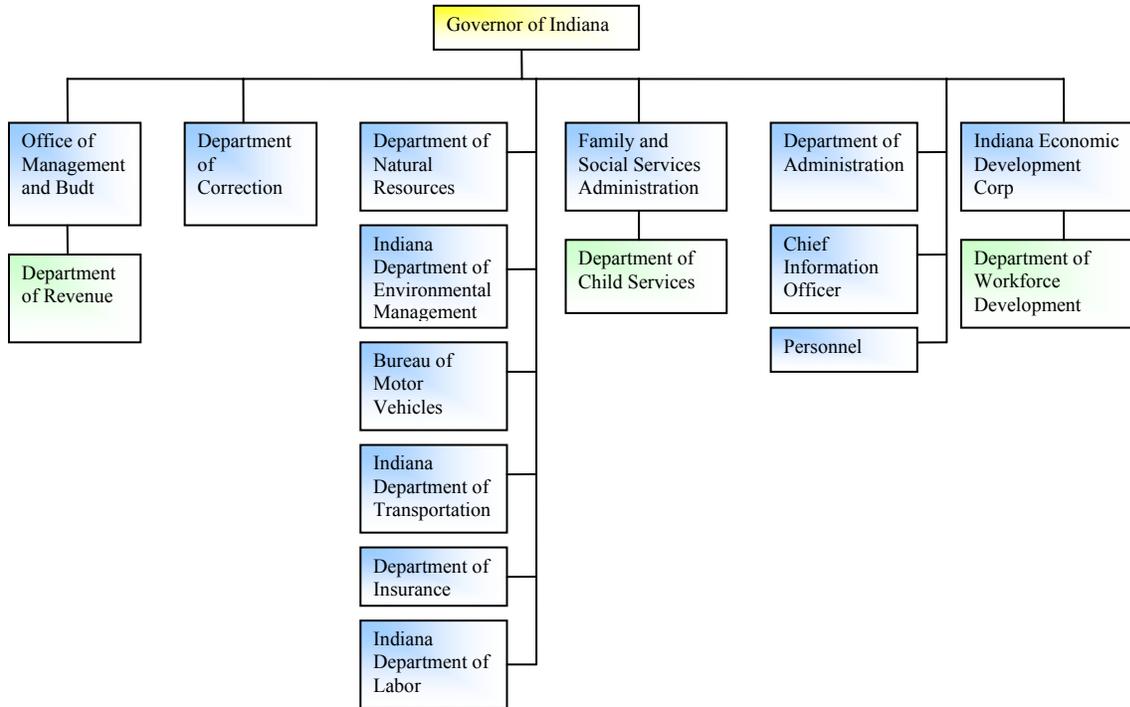
High Wage Occupations Growing Faster Than Nation

Occupational Code	Occupational Title	2002	2012	Total Growth	Growth Rate	Total Openings	Average Annual Wage
11-9032	Education Administrators, Elementary and Secondary School	3,746	4,524	778	20.8%	1,710	\$73,205
17-2112	Industrial Engineers	5,864	6,581	717	12.2%	2,140	\$60,910
21-1012	Educational, Vocational, and School Counselors	3,613	4,162	549	15.2%	1,370	\$42,845
23-1011	Lawyers	6,946	8,177	1,231	17.7%	2,120	\$81,128
23-2011	Paralegals and Legal Assistants	2,656	3,436	780	29.4%	990	\$36,050
25-2021	Elementary School Teachers, Except Special Education	26,415	30,541	4,126	15.6%	9,960	\$43,140
25-2022	Middle School Teachers, Except Special and Vocational Education	10,544	11,590	1,046	9.9%	3,370	\$43,546
25-2031	Secondary School Teachers, Except Special and Vocational Education	17,327	20,609	3,282	18.9%	8,160	\$43,667
29-2011	Medical and Clinical Laboratory Technologists	3,350	4,065	715	21.3%	1,620	\$42,233
29-2021	Dental Hygienists	3,491	5,055	1,564	44.8%	1,860	\$52,410
29-2055	Surgical Technologists	2,149	2,853	704	32.8%	980	\$34,546
49-9041	Industrial Machinery Mechanics	6,784	7,400	616	9.1%	1,980	\$43,211

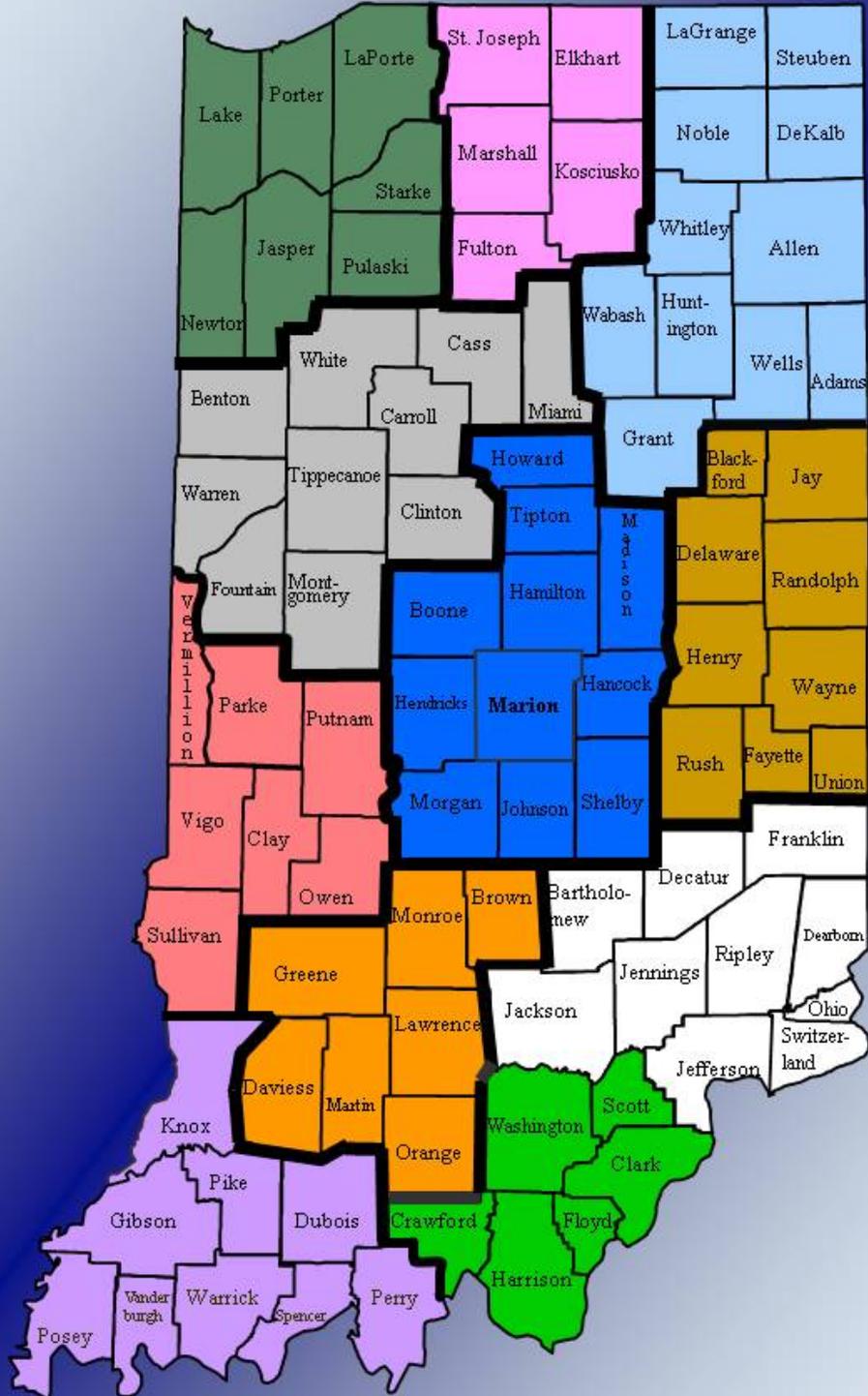
Declining Occupations With Higher Wages Than State Average

Occupational Code	Occupational Title	2002	2012	Total Growth	Average Annual Wage
41-9022	Real Estate Sales Agents	8,430	8,067	-363	\$33,976
41-9091	Door-To-Door Sales Workers, News and Street Vendors, and Related Workers	2,464	2,003	-461	\$37,046
43-5053	Postal Service Mail Sorters, Processors, and Processing Machine Operators	3,901	3,459	-442	\$37,425
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	3,866	3,541	-325	\$44,494
51-2031	Engine and Other Machine Assemblers	2,849	2,598	-251	\$41,180
51-4023	Rolling Machine Setters, Operators, and Tenders, Metal and Plastic	2,988	2,640	-348	\$34,529
51-4034	Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic	4,977	4,681	-296	\$34,779
51-4041	Machinists	13,602	13,401	-201	\$34,942
51-4051	Metal-Refining Furnace Operators and Tenders	1,821	1,560	-261	\$38,055
51-4052	Pourers and Casters, Metal	1,466	1,231	-235	\$35,470
51-4071	Foundry Mold and Coremakers	2,202	1,927	-275	\$35,447
51-4111	Tool and Die Makers	7,185	6,480	-705	\$45,656
51-4194	Tool Grinders, Filers, and Sharpeners	1,371	1,132	-239	\$35,592

Attachment E – Indiana State Agencies in Relation to the Governor



Regional Areas



Attachment G – State Grievance Procedure

TO: WIB Chairs
WIB Directors

FROM: Alan D. Degner
Commissioner

DATE: June 30, 2004

SUBJ: DWD Policy 2004-01
Workforce Investment Act (WIA) Grievance Procedure Policy

RE: Title I, Workforce Investment Act

Purpose

To provide the grievance procedure policy for funds under Title I of WIA. For the non-discrimination requirements of WIA, refer to DWD Policy #2002-12.

Rescission

DWD Communication 2002-07, dated December 11, 2002

Content

20 CFR Part 667.600 of the WIA Regulations requires each local area and direct recipient of funds under Title I of WIA to establish and maintain a procedure for resolving grievances and complaints alleging violations of the Act. Each local area and direct recipient must:

- Provide information about the content of the grievance and complaint procedures to participants and other interested parties affected by the local workforce investment system, including WorkOne partners and service providers;
- Require that every entity to which it awards Title I funds must provide the information referred to in the first bullet in this section to participants receiving Title I-funded services from such entities; and
- Must make reasonable efforts to assure that the information referred to in the first bullet in this section will be understood by affected participants and other individuals, including youth and those who are limited-English speaking individuals. Such efforts must comply with the language requirements of 29 CFR Part 37.35 regarding the provision of services and information in languages other than English. (See DWD Communication 2001-11, dated October 4, 2001, and entitled, “Policy Guidance for Ensuring Access to Services for Persons with Limited English Proficiency.”)

Local area and/or direct recipients of Title I WIA funds grievance procedures must include the following elements:

1. Any participant or other interested party alleging a violation of Title I of WIA may file a grievance;
2. Complaints must be filed within 1 year of the alleged violation;
3. Procedures must be provided (or in place) for an informal resolution;
4. A hearing shall be held if the grievance can not be resolved informally. A record (tape or transcript) shall be made of the hearing, and parties shall be provided with a copy of the record upon request;
5. Local entities will have 60 days in which to resolve the grievance;
6. A process, which allows an individual alleging a labor standard violation, may submit the grievance to a binding arbitration procedure, if a collective bargaining agreement covering the parties to the grievance so provides;
7. Grievances may be appealed to the Indiana Department of Workforce Development (DWD) when no decision is reached after 60 days at the local level, or when either party is dissatisfied with the local hearing decision;
8. Appeals should be made to DWD within 10 days of receipt of the adverse decision or within 10 days after expiration of the 60 day period with no decision;
9. The appeal should be sent to DWD; Attn: Equal Opportunity Officer, Legal Support Division; 10 N. Senate Avenue, Room SE105; Indianapolis, IN 46204;
10. The decision of DWD will be issued within 60 days of receipt of the appeal; and
11. The grievance may be elevated to the U. S. Secretary of Labor within 60 days of receipt of the appeal decision. The Secretary will make the final decision no later than 120 days after receiving such appeal.

A copy of the local area grievance procedures shall be sent to DWD's Equal Opportunity Officer. If DWD already has a copy of the current procedures, there is no need to send another. However, if the local area grievance procedures change, a copy of the new procedures shall be sent to DWD's Equal Opportunity Officer.

Questions concerning the local area/and or direct recipients of Title I WIA funding grievance procedures should be directed to Leslie Fatum, General Counsel, at 317/232-3268.

Effective Date
June 30, 2004

Ending Date

June 30, 2006

Action

The policy should be disseminated to appropriate staff to the Workforce Investment Board, all WIA service providers, all WorkOne partners, and direct recipients of Title I WIA funds for implementation.

ADD: JMB/WIAgrievance.doc

Attachment H – Requested Waivers

**Waiver Request 1 - Single-State WSA Designation
State of Indiana
Effective Program Year 2006**

Identify the statutory or regulatory requirements that are requested to be waived and the goals that the state intends to achieve as a result of the waiver.

Indiana requests a waiver to Section 116 of the Act beginning July 1, 2006. Specifically for Section 116, the Governor requests Indiana be designated as a single-state workforce service area.

Beginning July 1, 2006, the state will be designated as a single workforce service area subdivided into 11 workforce regions. These regions will function as independent sub-state regions with support, approval and oversight by the State. Under the sub-state regions:

- Regional Workforce Investment Boards will be established to provide guidance and direction to the regional workforce system.
- The regions will be funded using the standard formula currently used for sub-state allocations to the current workforce investment boards.
- The Regional Workforce Investment Boards will competitively procure WIA service provision.
- The Regional Workforce Investment Boards will organize services and partner relationships as required under a multi-workforce service area structure.
- The Regional Workforce Investment Boards will be required to develop plans under similar guidance required of local workforce investment boards. The plans will be outcome-based, stress integration of service delivery, and have other requirements that are in-line with Indiana's state plan.
- The regional workforce areas will have sub-state performance targets that they will be responsible for achieving.
- The Regional Workforce Investment Boards/areas will perform other functions required by a workforce investment board or workforce service area..

This approach offers the highest level of success for restructuring the system quickly. We believe that implementing this waiver will enable the state to realize a governance structure that is responsive to the unique characteristics of the Indiana labor market. The waiver will enable Indiana to accomplish its goal of streamlining administration of services, eliminating duplication, and increasing efficiency and coordination in its workforce investment system, leading to improved services.

Describe the actions that the State has undertaken to remove State statutory or regulatory barriers.

No state statutory or regulatory barriers exist at this time.

Describe the goals of the waiver and the expected programmatic outcomes if the request is granted.

Indiana's workforce development system goals are to:

- Grow jobs and employment.
- Increase personal income
- Deliver premier customer service.

Indiana is setting an aggressive agenda to improve upon the current workforce development system in order to achieve our goals. The cornerstone of the agenda is for Indiana to become a single-state workforce service area. Granting this waiver will permit Indiana to more rapidly and effectively introduce change in a controlled environment. Indiana will be taking aggressive steps to revamp the workforce investment system in order to:

- Align the system with the current and future needs of employees and employers.
- Prepare the system for the Workforce Investment Act reauthorization.
- Strengthen and offer greater flexibility in the state and regional board structures.
- Make the best use of the funding available to the system by maximizing return on investment.
- Integrate service delivery at both the state and regional levels to provide better customer service.
- Build regional capacity in which the workforce development system is closely aligned with industry, economic development and education providers.
- Build a stronger state government.

Describe the individuals impacted by the waiver.

All individuals connected to Indiana's workforce development system will be positively impacted by the waiver. It is our intent to provide the most efficient and effective structure for workforce development and economic development. Service provision will be more closely coordinated to the extent clients will not be aware of funding sources. In this way services will be provided in an innovative and functional manner to better meet the needs of clients. More funding will be available for direct client services as the number of regional areas will be collapsing into more efficiently run areas.

Describe the process used to monitor the progress in implementing such a waiver, and the process by which notice and an opportunity to comment on such requests has been provided to the local board.

The State will closely monitor all aspects of Indiana's transition to a more vibrant and innovative workforce development system. Specifically, we will be monitoring ourselves to ensure strong leadership is provided and regional areas are operating effectively.

Indiana will introduce and implement concepts that allow for smaller yet stronger regional leadership, increase competitive opportunities for service provision, decrease opportunities for actual or potential conflicts of interest, increase accountability to our customers, and much more.

All individuals in the State, including chief elected officials, business, labor, citizens, and local boards will be afforded the opportunity to comment upon Indiana's new direction. The waiver request, as part of the State Plan, will be forwarded for public review and comment. Additionally, the Commissioner will be speaking with elected officials and local boards concerning Indiana's new direction.

**Waiver Request 2 - Mandatory Youth Councils
State of Indiana
Effective Program Year 2006**

Identify the statutory or regulatory requirements that are requested to be waived and the goals that the State or local area in the State, as appropriate, intends to achieve as a result of the waiver.

Indiana is requesting a waiver for Section 117(h) of the Workforce Investment Act and 20 CFR 661.335 and 661.340 – the Youth Council, and its membership composition, responsibilities and relationship with the local board.

Currently, the Youth Council is a required sub-committee of the Workforce Investment Board. WIA also requires specific types of members to be on the Youth Council, its relationship to the local board, and the responsibilities of the Youth Council. Approval of the waiver will assist Indiana achieve its workforce development goals: increasing employment, increasing personal income, and providing great customer satisfaction. This would be accomplished by having each local area determine if a Youth Council is needed. Additionally, if a local area determines a Youth Council is needed, the composition and responsibilities of the Youth Council would be determined at the regional level. DWD assures that the needs of youth would be met.

In requesting this waiver, Indiana is by no means deemphasizing the importance of youth services and the necessity of youth advocates in local areas. Rather, through this waiver, we are increasing local authority and decreasing bureaucracy by permitting local areas to determine how best to meet the needs of youth. Local authority would be increased and bureaucracy decreased with the membership and responsibilities of a Youth Council determined locally.

Describe the actions that the State or local area, as appropriate, has undertaken to remove State or local statutory or regulatory barriers.

The requirement for a local youth council is contained in state law. Indiana will be taking steps to remove this requirement prior to program year 2006.

Describe the goals of the waiver and the expected programmatic outcomes if the request is granted.

- To increase the quality of youth services provided by focusing more on services and less on processes.
- To encourage innovative and replicable youth service design and implementation.
- To promote a greater variety of entities serving as youth advocates and youth program providers.

Program Outcomes

Through this waiver, the State is increasing its emphasis to provide high quality youth services and help implement Department of Labor's new strategic vision on youth services to out-of-school and the neediest youth. The local level will have greater flexibility in determining how information on the needs of youth is provided and how services to youth are designed and provided.

Describe the individuals impacted by the waiver.

- Out-of-school and the neediest youth will be provided higher quality services.
- The local boards will have a stronger role in determining how information on youth will be provided to them.
- A greater variety of youth advocates, entities, and service providers will become involved in the workforce development system.

Describe the process used to monitor the progress in implementing such a waiver, and the process by which notice and an opportunity to comment on such request has been provided to the local board.

The State will be closely monitoring all aspects of Indiana's transition to a more vibrant and innovative workforce development system. Specifically, we will be monitoring ourselves to ensure strong leadership is provided and local areas are operating in accordance with that leadership. We plan to introduce and implement concepts that allow for smaller yet stronger local leadership, increase competitive opportunities for service provision, decrease opportunities for actual or potential conflicts of interest, increase accountability to our customers, and much more.

All individuals in the State, including chief elected officials, business, labor, citizens, and local boards will be afforded the opportunity to comment upon Indiana's new direction. The State Plan, including waiver requests, will be forwarded for public review and comment. Additionally, the Commissioner will be speaking with chief elected officials and local boards concerning Indiana's new direction prior to the release of the State Plan.

**Waiver Request 3 - Allow Youth to Use Individual Training Accounts
State of Indiana
Effective Program Year 2005**

Identify the statutory or regulatory requirements that are requested to be waived and the goals that the State or local area in the State, as appropriate, intends to achieve as a result of the waiver.

Indiana is requesting a waiver for Section 123 of the Workforce Investment Act (WIA) and 20 CFR 664.510 – the competitive selection of youth providers and to allow Individual Training Accounts (ITA) for older and out-of-school youth. This would allow the selection of training providers for youth from the eligible training provider (ETP) list.

We were granted this waiver in May 2000 and are requesting an extension. This waiver allows, but does not mandate, youth the flexibility of utilizing ITAs.

The Department of Labor (DOL) has issued a new strategic vision on the delivery of youth services under WIA. DOL emphasizes that youth services be demand-driven, and that WIA services prepare youth most at-risk and the neediest youth for real job opportunities. Approval of this waiver will assist Indiana achieve our goals and assist us in implementing DOL's new strategic vision for youth. It also allows us to reduce much of the administrative costs of procuring training providers for youth.

This waiver would allow older (aged 19-21) and out-of-school youth to select training institutions and courses through the statewide eligible training system called "Education and Training Choices." Indiana believes that older youth and out-of-school youth would benefit from the services provided by these certified training providers. Allowing youth to use ITAs streamlines services, increases customer choice, and increases local flexibility.

Indiana is committed to ensuring that the appropriate youth services are provided in the ten required program elements. To this end, local areas are monitored by the State to ensure all ten program elements have been made available. Monitoring includes compliance with federal and state policy and guidance, and local policy.

Once approval of this waiver is granted, the Department of Workforce Development will revise its current policy on ITAs to include older and out-of-school youth. The policy currently addresses the use of ITAs for WIA training funds. The policy indicates mandatory items to be included in local policy, including what the ITA covers in addition to tuition, duration, and disbursement of funds; limited exceptions to the use of ITAs; consumer choice; and coordination with other funding sources, including Pell Grants.

Describe the actions that the State or local area, as appropriate, has undertaken to remove State or local statutory or regulatory barriers.

There are no State or local statutory or regulatory barriers.

Describe the goals of the waiver and the expected programmatic outcomes if the request is granted.

- To improve youth services through increased customer choice in accessing training opportunities in demand occupations.
- To increase the number of training providers for older and out-of-school youth.
- To provide local boards more flexibility in securing training service providers.
- To promote better utilization of training service providers in rural areas.
- To eliminate duplicate processes for securing training service providers.

Programmatic Outcomes

The numbers of training providers in local areas will increase. Training services for youth will be available in a faster and more efficient manner. Many local areas find it difficult to secure training providers willing to competitively bid to provide training to older and out-of-school youth. When local areas are required to competitively procure training services, the time period for matching training providers to youth who are in need is lengthened considerably. By allowing local boards to purchase training services to older and out-of-school youth from the Eligible Training Provider system, youth will be able to access training services more quickly. Additionally, youth will be able to choose the training provider they prefer.

Describe the individuals impacted by the waiver.

- Older and out-of-school youth will benefit because they will be able to select from a list of certified training providers and will receive services more quickly.
- Local areas will benefit because they will not have to direct their resources to costly and time consuming competitive procurements.
- Training providers will benefit because they will not have to follow two separate procedures to provide training for adults and dislocated workers, which require certification, and for older and out-of-school youth, which required competitive bidding.

Describe the process used to monitor the progress in implementing such a waiver, and the process by which notice and an opportunity to comment on such request has been provided to the local board.

Once approval of this waiver is granted, the Department of Workforce Development will revise its current policy on ITAs to include older and out-of-school youth. The policy currently addresses the use of ITAs for WIA training funds. The policy indicates mandatory items to be included in local policy, including what the ITA covers in addition to tuition, duration, and disbursement of funds; limited exceptions to the use of ITAs; consumer choice; and coordination with other funding sources, including Pell Grants. Local boards will issue policy on the use of ITAs. DWD will monitor the local boards on the use of ITAs based on federal legislation and regulation, and state and local policy. Progress on the implementation of this waiver will be monitored through reports issued by DWD's monitoring unit, fiscal and programmatic reports, and dialogues with local administrators.

Local boards will be afforded an opportunity to comment on the State Plan and waivers through the public review and comment period.

**Waiver Request 4 - Allow Youth Receiving Free School Lunch to Meet Income Eligibility
State of Indiana
Effective Program Year 2005**

Identify the statutory or regulatory requirements that are requested to be waived and the goals that the state intends to achieve as a result of the waiver.

The State of Indiana is requesting a waiver for Section 101(25) of the Workforce Investment Act and 20 CFR 664.250 – to include youth receiving free school lunches under the National School Lunch Program as a substitute for the WIA Title I income eligibility criteria.

Currently, local programs cannot include eligibility for free school lunches under the National School Lunch Program as part of the criteria for “low income” for WIA Title I income eligibility. Approving this waiver would lessen documentation requirements and allow more youth to be eligible.

Approving this waiver request will not lessen Indiana’s commitment to serving out-of-school and the neediest youth. These youth are targeted under the Department of Labor’s new strategic vision for serving youth. Rather, we are requesting the waiver to simplify the eligibility criteria and lessen documentation requirements for those youth who are at-risk of dropping out of school but still in-school. If the waiver request is approved, guidance issued by the State will emphasize serving out-of-school youth and youth most in-need, indicating eligibility for the free lunch program would be a category of “low income.”

Describe the actions that the State has undertaken to remove State statutory or regulatory barriers.

No state statutory or regulatory barriers exist at this time.

Describe the goals of the waiver and the expected programmatic outcomes if the request is granted.

- Documentation requirements would be lessened.
- Youth eligible for the free lunch program would automatically be considered as “low income” when determining eligibility for Title I WIA, thus increasing youth enrollments.
- Local recruitment efforts would be increased to include youth enrolled in the free school lunch program.

The State anticipates an increased number of youth would be eligible for Title I Youth services should this waiver request be approved. The segment of youth most likely to increase will be those youth who are most at-risk of dropping out but are currently still in-school. These would include youth enrolled in alternative education institutions, youth in foster care, youth in the criminal justice system, children of incarcerated parents, and migrant youth. We anticipate increased enrollments since outreach and recruitment efforts would broaden to include these individuals. Also, documentation requirements would be lessened for these same individuals.

Describe the individuals impacted by the waiver.

- Youth who are most at-risk of dropping out but are currently still in-school will be positively impacted through this increase in eligibility criteria.
- Businesses will be positively impacted as youth will obtain the skills needed to succeed in the 21st century economy.
- Local WIA administrations will be positively impacted. Performance should improve through the positive outcomes earned by the youth participants.

Describe the process used to monitor the progress in implementing such a waiver, and the process by which notice and an opportunity to comment on such request has been provided to the local board.

The State will be closely monitoring all aspects of Indiana's transition to a more vibrant and innovative workforce development system. Specifically, we will be monitoring ourselves to ensure strong leadership is provided and local areas are operating in accordance with that leadership. We plan to introduce and implement concepts that allow for smaller yet stronger local leadership, increase competitive opportunities for service provision, decrease opportunities for actual or potential conflicts of interest, increase accountability to our customers, and much more.

All individuals in the State, including chief elected officials, business, labor, citizens, and local boards will be afforded the opportunity to comment upon Indiana's new direction. The State Plan, including waiver requests, will be forwarded for public review and comment. Additionally, the Commissioner will be speaking with current chief elected officials and local board administrators concerning Indiana's new direction prior to the release of the State Plan.

**Waiver Request 5 - Time Limit for Initial Eligibility for Eligible Training Provider List
State of Indiana
Effective Program Year 2005**

Identify the statutory or regulatory requirements that are requested to be waived and the goals that the State or local area in the State, as appropriate, intends to achieve as a result of the waiver.

Indiana is requesting a waiver for Workforce Investment Act (WIA) Section 122(c)(5) and Regulations 663.530, dealing with the time limit for initial eligibility for the statewide eligible training provider list.

The Indiana Department of Workforce Development (DWD), the state administrative entity for the Workforce Investment Act (WIA), is requesting a waiver to postpone the “Subsequent Eligibility of Training Providers” until July 1, 2007. The reasons for this request are to improve the WIA performance information and the accountability of the training providers for the determination of subsequent eligibility. This postponement will also allow Indiana to enhance and strengthen the overall individual training account and the eligible training provider processes.

Currently, Indiana has approximately 450 different training providers with over 4,000 programs listed on the State eligible training provider list. The list (called “Education & Training Choices” in Indiana) includes the state’s community college system, the state’s university system, private for profit and nonprofit schools and training agencies. The complete list is located at: http://www.in.gov/serv/dwd_etc

Indiana’s experience throughout WIA has been the training providers reluctance to collect the necessary data for the eligible training provider list because of the low number of WIA clients enrolled with that provider. These circumstances are especially true with the state university system. Even with the State’s assistance in securing subsequent employment and wage rates for graduates, the cost for collecting and submitting other performance data still outweighs the benefits to be listed on the eligible training provider list.

With a lower number of training providers listed on the eligible training provider list, customer choice will be reduced. This adversely impacts one of the basic principals of WIA – customer choice.

Currently, most of the university system in Indiana is not listed on the eligible training provider list because the cost for collecting and submitting data outweighs the benefits of being included on the eligible training provider list. By not being granted this waiver request, Indiana is certain that many long-standing providers with solid credentials will drop out. Examples of such providers include universities, the state community college system, and other technical schools.

The waiver is written in the format identified in WIA section 189(i)(4)(B) and WIA Regulation 661.420(c).

Describe the actions that the State or local area, as appropriate, has undertaken to remove State or local statutory or regulatory barriers.

Indiana has no State or local statutory or regulatory barriers.

Describe the goals of the waiver and the expected programmatic outcomes if the request is granted.

- To improve the data collection from potential training providers, thus increasing the customer choice available to trainees.
- To increase the amount of Workforce Investment Act (WIA) performance information from potential training providers, thus increasing the customer choice available to trainees.
- To allow more time to analyze data to set reasonable criteria for “subsequent eligibility”.
- To allow local areas to increase their familiarity with the Individual Training Accounts and Eligible Training Provider systems.

Programmatic Outcomes

Indiana’s workforce development system will gain time –

- Time to educate the training provider community in the state on the advantages on becoming part of the statewide eligible training provider list.
- Time for the state to develop reasonable and meaningful criteria for the subsequent eligibility process.
- Time for consumers to better understand the importance of the data provided by training entities.

Describe the individuals impacted by the waiver.

The waiver will positively affect all customers (training providers, local WIBs, DWD, and ITA users).

- Training providers initially eligible and on the State List of Eligible Training Providers will have an additional opportunity to establish a WIA performance base before subsequent year determination has to be made.
- Local WIBs will have WIA performance information before having to make subsequent year determinations.
- DWD will have more performance information to determine statewide minimum performance levels for WIA measures.
- ITA users will have a wider selection of training providers for a longer period of time until subsequent eligibility is determined.

Describe the process used to monitor the progress in implementing such a waiver, and the process by which notice and an opportunity to comment on such request has been provided to the local board.

The State will be closely monitoring all aspects of Indiana's transition to a more vibrant and innovative workforce development system. Specifically, we will be monitoring ourselves to ensure strong leadership is provided and local areas are operating in accordance with that leadership. We plan to introduce and implement concepts that allow for smaller yet stronger local leadership, increase competitive opportunities for service provision, decrease opportunities for actual or potential conflicts of interest, increase accountability to our customers, and much more.

All individuals in the State, including chief elected officials, business, labor, citizens, and local boards will be afforded the opportunity to comment upon Indiana's new direction. The State Plan, including waiver requests, will be forwarded for public review and comment. Additionally, the Commissioner will be speaking with current chief elected officials and local board administrators concerning Indiana's new direction prior to the release of the State Plan.

**Waiver Request 6 - Transfer between Adult and Dislocated Worker Programs
State of Indiana
Effective Program Year 2005**

Identify the statutory or regulatory requirements that are requested to be waived and the goals that the state intends to achieve as a result of the waiver.

The State of Indiana is requesting a waiver to Section 133(b)(4) and 20 CFR 661.420(c) – the authority to transfer up to 30 percent of the allocation between the adult and dislocated worker program. We are requesting a waiver to eliminate the 30 percent limitation on transferring funds between adult and dislocated worker programs at WIA Section 133(b)(4).

Describe the actions that the State has undertaken to remove State statutory or regulatory barriers.

No state statutory or regulatory barriers exist at this time.

Describe the goals of the waiver and the expected programmatic outcomes if the request is granted.

- To improve the ability of local boards to respond to changes within their local areas.
- To increase local control for service delivery.
- To emphasize effective local program management.
- To increase accountability at the state and local area levels.
- To provide greater flexibility to local boards in designing and implementing WIA programs.

Programmatic Outcomes

Indiana believes the increased flexibility and control would allow the local boards to better respond to changes within their areas, thus allowing the local boards the ability to most effectively use limited funds. Local boards would be better suited to more quickly respond to changes in the local region, including the needs of business.

Describe the individuals impacted by the waiver.

The waiver will benefit local boards, employers, customers, and service providers. As local boards have more flexibility to design programs based on local needs and priorities, program customers will benefit.

Describe the process used to monitor the progress in implementing such a waiver, and the process by which notice and an opportunity to comment on such request has been provided to the local board.

The State will be closely monitoring all aspects of Indiana's transition to a more vibrant and innovative workforce development system. Specifically, we will be monitoring ourselves to ensure strong leadership is provided and local areas are operating in accordance with that leadership. We plan to introduce and implement concepts that allow for smaller yet stronger local leadership, increase competitive opportunities for service provision, decrease opportunities

for actual or potential conflicts of interest, increase accountability to our customers, and much more.

All individuals in the State, including chief elected officials, business, labor, citizens, and local boards will be afforded the opportunity to comment upon Indiana's new direction. The State Plan, including waiver requests, will be forwarded for public review and comment. Additionally, the Commissioner will be speaking with current chief elected officials and local board administrators concerning Indiana's new direction prior to the release of the State Plan.