

INDIANA  
WORKFORCE  
DEVELOPMENT



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# Indiana's Workforce Investment Act Annual Report

**July 1999 – June 2000**

A report by the Indiana Department  
of Workforce Development

## Letter from Governor

### *Working together to help Hoosiers get better jobs*

No matter where you live in the great State of Indiana. No matter what your occupation. No matter what your age or stage in life. Chances are, you or someone you know has been served by Indiana's workforce development system.

As Governor and Lt. Governor, our job is to provide leadership, vision and support in the legislative arena. We understand the importance of lifelong learning and its effect on all Hoosier workers. That is why we are dedicated to innovative programs and initiatives, like early implementation of the federal Workforce Investment Act of 1998 (WIA).



*"Chances are, you or someone you know has been affected by Indiana's workforce development system."*

Indiana elected to pursue early implementation because of its strong economic climate:

- More than 3 million Hoosiers are working
- Unemployment is at a record low
- Indiana has the third lowest poverty rate in the nation
- Indiana ranks #1 in the nation in placing welfare recipients in employment.

As we stand on the dawn of a new millennium, Hoosier workers and their employers face new challenges and opportunities. In order to compete and succeed in the years to come, we must anticipate the future and employ programs that benefit all workers from Elkhart to Evansville. The Workforce Investment Act offered Indiana an opportunity to refocus our system. There was no point in putting off until tomorrow what we could do today.

## ***A Year of Transition***

July 1, 1999 through June 30, 2000 was a year of transition for Indiana's workforce development system. The federal Workforce Investment Act (WIA) replaced the Job Training Partnership Act (JTPA). As a result, a new system emerged creating a stronger, regionally focused approach. The new system has resulted in a balance between one-stop workforce development centers and the strategic administration of local Workforce Investment Boards (WIBs).

Under the WIA framework, Indiana established 16 Workforce Service Areas, each with a Workforce Investment Board to analyze and help develop those regions' economic futures. These boards are made up of locally appointed members of the community with a private sector business majority. While the one-stop centers are helping to find individuals a job today, the Boards are concentrating on the workforce and job market of the next decade and the next generation of workers.

Workforce Investment Boards look at issues from different perspectives: Does the current workforce have the skills to adjust to future trends and changes? How do we use our assets to our advantage? What are our strengths and weaknesses? Local WIBs must look to the future to ensure that opportunities are not missed and that our workforce has the skills and the resources to remain competitive.

The results are already apparent. Indiana is beginning to serve a wider range of Hoosiers with improved efficiency and individual attention. The one-two punch of long-range strategic planning and one-stop job training and placement is helping all Hoosiers become better prepared for the future.

## ***Background on Indiana's Workforce Development System***

Despite a robust economy, Indiana still faces many challenges that, if left unresolved, will hinder the growth and prosperity of the state and its workforce. The challenges today are different than those of previous decades. The challenges for the twenty-first century include:

- Indiana's personal income increasing at a slower rate than the nation
- Indiana's population increasing at a slower rate than the nation
- Students pursuing part-time higher education declining steadily since 1992
- Workforce productivity increasing at a slower rate than the nation
- Jobs for unskilled workers not paying enough for a decent standard of living
- Too few youth developing skills and attitudes to be successful in the workplace.

The O'Bannon/Kernan administration is responding to the needs of Indiana's workforce by:

- Shifting the emphasis from people getting jobs to helping people find better jobs with higher income and skill credentials needed for the future
- Focusing more dollars on training for existing businesses rather than focusing on attracting new business
- Appropriating new funds for incumbent worker training
- Appropriating an additional \$1 million in the last biennium for expanding adult education
- Appropriating \$10 million in grants for part-time higher education
- Establishing the Indiana College Saving Plans to help families save for college
- Implementing a community college system.

## ***Indiana's Workforce Investment Plan***

Indiana's economic and workforce goals are centered around three investment priorities. They include the development of regional economies, the development of the incumbent workforce, and the development of the future and potential workforce.

### **Regional Economies**

Working together our workforce investment boards will pool their time and resources to develop regional plans that are tailored to their specific workforce needs. A region's progress will be determined by simple measures: an increase in earnings for workers, an increase in the number of skill credentials, and customer satisfaction. (These are, in fact, standards that Indiana will use to measure performance for the One-Stop System and earn an incentive award.)

To help the boards identify their unique problems and develop a strategic plan, the state set aside \$75,000 for each board in program year 2000. The boards will receive additional strategic planning funds in the future to keep them focused on the big picture.

### **Incumbent Workforce**

Indiana is committed to investing in its most valuable resource, its workers. In 1999, we developed initiatives that helped our existing workers—those already employed, but looking for a better job or opportunity. Our efforts included:

- Customer Self Service System (CS3), a statewide computer network of employment and labor information, was made available through the Internet for both job seekers and employers. Regardless of the hours they work, individuals can register to look for better jobs at any time of day.

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- A pilot project on extended and Saturday hours was implemented at one-stop centers. WIBs and one-stop operators will now be responsible for determining the needs of their community and determining the most appropriate hours.
- State legislation was passed requiring each WIB to have an Incumbent Worker Council. The Councils are made up of one-third labor, one-third business and one-third other, like economic development, education, and government.
- Regional Skill Alliance (RSA) grants were established using the remaining 15% of WIA set-aside money. RSA grants provide training to organizations that coordinate their training activities for mutual benefit. Workers receiving training through these grants must receive a portable credential.
- In recognition of the role of workers in the system, state legislation was passed that requires Workforce Investment Boards and the State Human Resource Investment Council (SHRIC) to have 15% labor representation on boards.

### **Future and Potential Workforce**

The youth of today will be Indiana's workforce of tomorrow. The potential workforce includes welfare recipients, incarcerated individuals, new immigrants, and individuals with disabilities. In 1999, we developed initiatives to address the needs of these diverse segments of our population. Our efforts included:

- Development of Youth Councils (September 1999)
- Creation of a Youth Development Study Committee by the state legislature
- Serving as a pilot site for the Department of Labor's Youth Council training
- An allocation of \$10 million to Workforce Investment Boards to serve TANF youth and increase summer work opportunities
- Creation of a job survival English program for non-English speaking workers to improve workplace safety
- Conducting accessibility studies to determine the user-friendliness of one-stops for individuals with disabilities and a
- Work Incentive Grant was developed to address how communities handle the employment and training needs of the disabled.

## **Working together—Workforce Investment Boards**

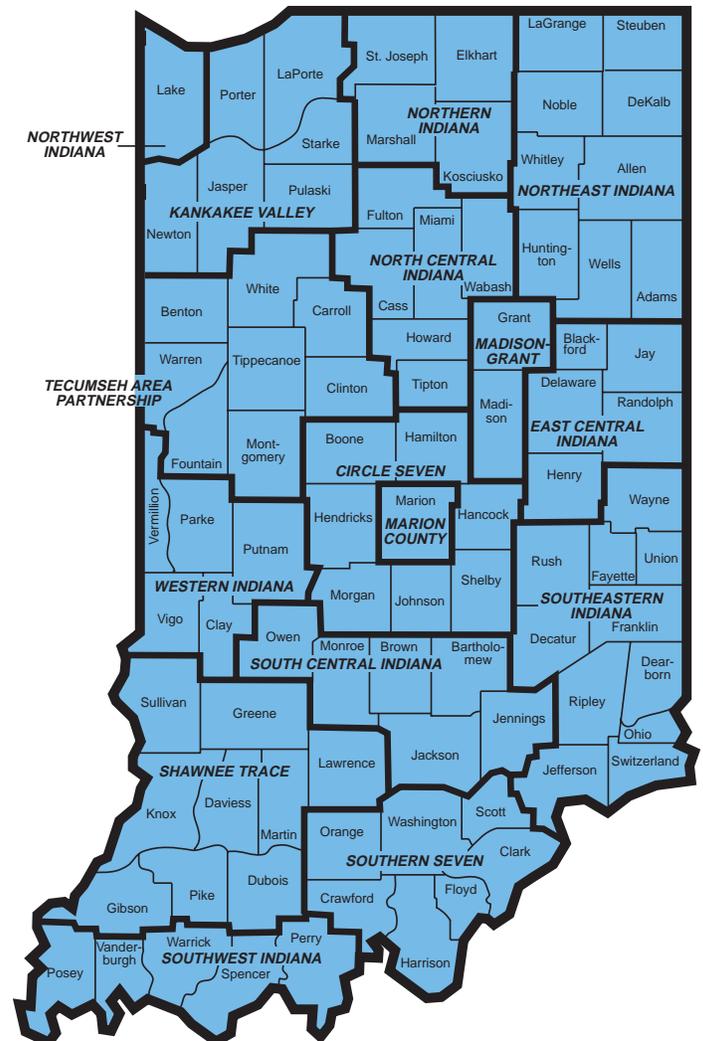
On April 19, 2000, the Spring Training 2000 conference was held in Indianapolis. The day long conference served as the kickoff for leadership development of Indiana's 16 Workforce Investment Boards. Each Board was asked to bring a team of 10-12 members to the conference. More than 300 individuals, representing local government, business, labor, education and state partners, participated. Governor Frank O'Bannon addressed the group and explained the state's vision on WIA and the need for strong leadership at the local level. The conference provided useful information for board members to use in their local communities. Indiana was one of the first states to host this type of conference



Workforce Investment Board State Leadership Conference  
Westin Hotel, Indianapolis

Long before the leadership conference in April, local communities were working hard to form effective local boards. While it wasn't an easy task, all sixteen WIBs came through by the July 1, 2000 deadline. The 16 workforce investment regions are listed below.

- Northwest Indiana (Area 1)
- Kankakee Valley (Area 2)
- Northern Indiana (Area 3)
- Northeast Indiana (Area 4)
- Tecumseh Area Partnership (Area 5)
- North Central (Area 6)
- Madison-Grant (Area 7)
- East Central (Area 8)
- Western Indiana (Area 9)
- Circle Seven (Area 10)
- Marion County (Area 11)
- Southeastern (Area 12)
- Shawnee Trace (Area 13)
- South Central (Area 14)
- Southwest (Area 15)
- Southern Seven (Area 16)



## **Taking Workforce Investment Boards to a New Level**

Now that all WIBs have met the minimum WIA standards to be certified – i.e., chartered, a second tier certification may be achieved. The purpose of this second tier certification is to motivate WIBs to meet higher state organizational and performance standards. By establishing a formal relationship between the WIBs and the one-stop centers, local accountability is enhanced. A charter is the WIB's personal guarantee to the community that a center is committed to quality processes, continuous improvement, and outstanding performance.

Application for second tier status is voluntary. There are no penalties for not applying and there are no penalties for applying and not being certified. The reward is for applying, thus demonstrating a commitment to excellence and continuous improvement. WIBs are not competing against one another.

The second tier certification occurs in two steps. In the first step, WIBs establish local criteria to be met by the one-stop center based on vision statements published by the Indiana Department of Workforce Development (DWD). The criteria are based on the Malcolm Baldrige framework for board excellence.

The next step will be implemented during 2001 through pilot evaluations of five WIBs. Local elected officials, WIB staff, WIB members, state agency staff, and community organizations will identify the characteristics of excellent boards. Teams will evaluate WIBs using a scoring guide based on the characteristics identified by the various stakeholders. The teams are composed of at least five members: at least one SHRIC member, at least one state agency staff person, at least one out-of-state peer, and at least one certified Baldrige examiner. Learning from the initial five WIBs will help refine the criteria and scoring guide.

## *Working together – Incumbent Worker Councils*

As an employer, finding new employees isn't always an easy task. Juan Manigault would tell you to start your search a little closer to home, to start with your current workforce. Manigault is President and CEO of Workforce Development Services of Northern Indiana in South Bend. He is also president of the regional Workforce Investment Board (WIB) and a member of the Incumbent Worker Council.



*"I think Indiana is doing a good job of providing leadership and flexibility so that communities can tackle regional issues—as opposed to a statewide, cookie cutter approach."*

Each WIB is required to have an Incumbent Worker Council to help drive the priority of developing the incumbent workforce. "We want to retrain workers to prepare them for the opportunities over the next 10 years," says Manigault. Companies are now competing globally, which requires more training, and the Incumbent Worker Council has been set up with three main goals: improve current skills, attract new industries and better paying jobs, and develop ways to measure our return on investment (ROI).

As directed by state law, the Councils are made up of a representative sample from the community: business, labor, commerce, workforce development, community members, education, and more. "Integrating the incumbent worker as part of the larger Workforce Investment Board is important," adds Manigault.

## **Advance Indiana Helps Businesses Help Incumbent Workers**

Advance Indiana is the umbrella term for four incumbent worker training initiatives designed to help employers maintain a better pool of skilled workers and to improve productivity, quality and employee morale. Employers are recognizing the impact of technological change, a tight labor market, global competition, an aging workforce, and inadequate training. Advance Indiana funds are awarded to companies that can demonstrate tangible results, including the training of employed workers and the rewards of portable credentials. Those four initiatives are:

**Gain Education & Training (GET)** which targets Indiana businesses and organizations that develop innovative training programs for current employees.

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**Workforce Investment Now (WIN)** is tailored to companies with recognized risk factors, such as nonseasonal layoffs, reduction in productivity or quality, loss of a product line, or other production challenges.

**Skilled Trades Apprenticeship (STA)** are grants which help ensure manufacturers have the employees skilled in industrial trades needed to operate productively.

**Regional Skill Alliance (RSA)** grants provide training assistance to firms who coordinate their training activities for mutual benefit.

During Program year 1999, \$5,018,776 was awarded by DWD to Indiana companies for incumbent worker training. A total of 54 new projects were approved resulting in training for 7,242 Hoosier workers.

Many of the Advance Indiana grants support two-year training programs. Therefore, some outcome data were not yet available. The Advance Indiana grants funded by WIA were in the early stages of implementation during PY'99 and three WIA clients were enrolled. The workers benefitting from Advance Indiana programs were not enrolled into WIA because many Advance Indiana programs were state funded.

### **Advance Indiana Return on Investment Study**

The ability to prove the benefits of incumbent worker training will be a critical issue for years to come. DWD has contracted with the Council on Adult & Experimental Learning (CAEL) to study and provide an evaluation of our Advance Indiana training projects. The first report from this study will be completed in January of 2001. Eleven companies are participating in a comprehensive Return on Investment in Learning (ROI-L) project that demonstrates how training directly affects workplace productivity and the bottom line

Although it is too soon to include any findings in the PY 1999-2000 report, DWD anticipates having substantial results to report on the benefits of Advance Indiana training.

## **Working together— Youth Councils**

Deanna Cummins is an active member of the Youth Council of Owen County located in Southern Indiana. The Council is just one of the many subcommittees of the regional Workforce Investment Board. Cummins had been involved in the Job Training Partnership Act (JTPA) Summer Youth Program, so her appointment to the Youth Council seemed only natural. The Council—which is made up of a representative group of educators, employers and community members—meets once a month. “Our group helps determine what programs we recommend to the regional WIB for funding,” says Cummins. “Its youth programs help students, especially those at an economic disadvantage, set realistic career goals and plans.” Cummins has worked with disadvantaged youth for more than ten years and understands the importance of keeping young students on the right track and focused on the future.



*“The Youth Council plays an important role in our community because it helps distribute funds to target those who might otherwise slip through the cracks.”*

## **Youth Development Study Committee Looks at Big Picture**

In 1999, the Indiana General Assembly convened a two-year Youth Development Study Committee. The committee was formed in response to a growing concern in Indiana that hundreds of programs for youth are fragmented, serving overlapping populations. The committee is responsible for doing assessments of current youth development programs to determine which ones promote positive youth development, and activities that ensure youth thrive and feel empowered, and provide opportunities for youth involvement in the work performed by the committee. A final report with recommendations will be submitted to the Governor and Indiana General Assembly on November 1 of 2001.

## **WIBs Receive \$10 million for TANF Youth**

Through a partnership between the Family and Social Services Administration (FSSA) and the Indiana Department of Workforce Development (DWD), more of Indiana’s neediest youth will be provided a helping hand. FSSA formula allocated \$10

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million to Indiana's 16 Workforce Investment Boards for workforce development services designed to move eligible youth off the rolls of welfare and into work. The funding will supplement the allocation received for youth services under the Workforce Investment Act.

FSSA formula allocated \$5 million in May and the additional \$5 million in September to Indiana's 16 Workforce Investment Boards. Eligible youth are between the ages of 12 and 17 whose family incomes make them eligible for Temporary Assistance for Needy Families (TANF). The funds come from federal performance awards Indiana has won for its success in reducing welfare rolls and moving more people to work. WIBs will have use of the funding between May 1, 2000 through September 30, 2001.

Each WSA is operating customized programs that will enable youth to increase their social and behavioral skills that address the following broad goals:

- Prevention of teen pregnancy;
- Increased attendance and participation in school;
- Completion of a GED for those whom school is not an option; and/or
- Prevention or elimination of the use of illegal substances.

WIBs were encouraged to address the goals stated above by providing the ten program elements described in the WIA legislation. The contracts with the WIBs are performance-based, thus ensuring that services are provided before payment is received.

### **Indiana Serves as a Pilot Site for Technical Assistance Training**

The U.S. Department of Labor sponsored a technical assistance training pilot conducted by the John J. Heldrich Center for Workforce Development, Rutgers University. Indiana Youth Council members, Workforce Investment Board members and staff were invited. Individuals gained valuable knowledge concerning the roles and responsibilities of the Youth Council and began their strategic planning.

## Coming together—WorkOne

When Indiana ushered in the Workforce Investment Act, not only did it replace the Job Training Partnership Act (JTPA), it introduced a network of one-stop centers. The centers are the primary delivery system for training and employment-related services. Along with this new era of hands-on, integrated service, comes a new marketing identity and logo: WorkOne. The franchise-style name and logo is only usable for those one-stop centers that apply for and receive a charter. If the charter is removed for any reason, the WorkOne name is also removed. Chartering encourages a higher quality of service delivery with its mission statement, goals, standards, and expected results. The goal is for WorkOne centers to become widely known in their communities as the best source of high quality information related to workforce needs.

# WorkOne

On July 1, 2000, Indiana had 16 chartered WorkOne centers and 22 WorkOne Express centers located throughout the state.

Tom Horstman of the WorkOne Evansville Center can tell you about the impact WIA has had on local office service.

“We house several agencies under one roof,” says Horstman. “In addition to numerous workforce development services, we have also partnered with Career Choices, which focuses on youth training, and Vocational Rehabilitation Services, which trains and places workers with disabilities.”

WorkOne centers offer a one-on-one approach through job counseling, developing an employability plan, short-term vocational skill development, intense job development, workshops, testing and task analysis.

*“Our goal is to make people’s lives easier with regard to any and all workforce issues. We want to be your first, and we hope your only stop, on the way to a better job.”*



## **Training Aids in Smooth Transition**

In preparation for a smooth transition to the WorkOne centers—which house a variety of different partners depending on the location—several opportunities were available for partner staff to learn about the new WIA legislation and its impact on service delivery. Indiana’s Department of Workforce Development’s Lifelong Learning Institute (LLI) provided four training sessions: Exemplary Model of Triage in a One-Stop Environment; The WIA One-Stop: Building on Success; WIA Steering Committee and Sub-Steering Committee Training and Success in Your New Role, and What Every Front-Line Worker Needs to Know About the New Workforce Investment Act. More than 750 people participated in these sessions.

Indiana’s Lifelong Learning Institute won a \$25,000 National Customer Service Award from the U.S. Department of Labor in September 2000. The Institute’s award is in the “Building a World-Class Workforce: Professional Development and Capacity Building” category. The award is “people oriented” and salutes activities, including leadership, training, a customer-focused reorganization, staff involvement and empowerment, and cultural change. The LLI was established in February 1998 to create a comprehensive approach to staff training and career development for staff of DWD and its workforce investment partner organizations.

In October, the Indiana Department of Workforce Development hosted a conference for front line staff entitled “WIAPOLY—Invest in your Future, Don’t Leave it to Chance.” Partner staff were invited to participate and learn how the new legislation would impact their role as front line staff persons.

## **Improved Service through Technology**

On July 1, 1999, Indiana began developing a Consumer Reporting System (CRS) that provides access to the State’s Eligible Training Provider list through an Internet webpage and through paper and electronic media in the one-stop offices. The system is designed to meet the needs of four distinct system users: the training community, Workforce Investment Boards, the State of Indiana, and the general public. The CRS system provides wider accessibility to the Eligible Training Provider list, more control over the entry and maintenance of data, a quicker approval process and less work for the WIBs and State to approve and maintain the training provider/program data. The new web-based CRS is scheduled for implementation in the first quarter of 2001.

Indiana was also a winner of the Innovations in State Government Award presented by the National Association of Counties. The Hoosier State received the honor due to the innovative design of its Customer Self Service System (CS3)—the Internet based statewide job-matching service. Many other states have requested information about this new system hoping to implement a similar system for their own workforce.

## **Technology and Knowledge Transfer – Collocation Project**

In January of 2000, two sites were selected as pilots for a collocation project, one in Marion County and one in Madison County. The short-term objective of the project was to create an environment in each location where a customer could walk in the door and get information from one central point-of-contact.

The long-term goal is to provide cross training on program eligibility and general program benefits to all employees in order to enhance customer satisfaction. It is anticipated that by December of 2000 common needs will be identified and recommendations will be made as to the best way to achieve both the short and long-term objectives of the project.

## **Meeting the Needs of Employers – Employment Enhancement Workshop**

When Toyota Motor Manufacturing Indiana (TMMI) began recruitment in Indiana for their new facility, they identified a serious deficiency in the potential workers—many did not understand what was needed for getting and retaining employment in the manufacturing sector. In response, a workshop was designed based on the needs identified by a large cross section of Indiana manufacturing employers. The workshops would help individual job seekers better understand and meet the requirements for manufacturing jobs. Pilot sites were determined in the spring of 1999 and area employers were consistently supportive, enthusiastic, and encouraged by the results of the early workshops. Although the initial goal was to focus on the concerns and issues identified by manufacturers, it became clear there was a similar need for other industries throughout the state, so adjustments were made in the curriculum to incorporate a wider audience.

The final workshop and training for facilitators occurred in the spring of 2000. All areas of the state were represented along with various partners in the workforce development system. The final version, the Employment Enhancement Workshop, was designed to be a total package which included module by module scripting, handouts, videos, power point presentations and transparencies. It is now used as a recruitment tool across Indiana.

## **State-Level Collaboration Technology Enhancement Certification Fund**

In a proactive movement to help Indiana businesses keep up with the information technology revolution, DWD and the Indiana Department of Commerce teamed up to fund the Technology Enhancement Certification Fund (TECH Fund) in April 2000.

The TECH fund is a pilot program that provides grants to Indiana companies to help train information technology workers in cutting-edge areas of software development, systems networking and engineering and other advanced E-business applications. DWD provided \$500,000 of the \$1 million fund. A total of 724 technology workers benefited from this first round of funding.

## Workforce Literacy Programs

DWD works to inform and educate both the public and private sector about workforce literacy needs and now serves as a source of monetary assistance. Grants are awarded to education and business partnerships to address company specific skills. Customized training is developed and delivered to incumbent workers with almost immediate results.

Each year DWD makes funds available to educational entities that partner with small business. In PY 1999-2000, 13 grants were approved and more than 800 incumbent workers participated in on-site training at their workplace. All grants are for a one-year period and may be extended one additional year. DWD also provides funding to the Indiana Literacy Foundation. The Foundation in turn awards grants to community literacy entities across the state. The maximum individual grant amount is \$25,000 and approximately 20 grants are awarded each year.

## EnglishWorks

An influx of Hispanic workers into the state combined with a shortage of skilled and semi-skilled labor has created new opportunities for Hoosier employers. However, the inability to communicate with non-English speaking workers has kept many employers from tapping into this new labor source. Conversely, the need for labor is so great for many employers that they are forced to hire poor or non-English speaking employees without giving them proper training or adequate information to succeed. A solid training and communication program in English was desperately needed.

DWD collaborated with the Indiana Department of Education to design and implement a pilot program called EnglishWorks to meet identified language needs and goals of individual workers and their employers. DWD allocated \$100,000 to the program and a total of twenty-nine companies participated. EnglishWorks received a warm reception from employers and interested teachers alike. The results:

- 30 instructors were partnered with Indiana companies;
- 557 learners participated in the project and attended 6,062 hours of training;
- 557 Certificates of Participation were awarded;
- 27 instructors attended a one-day debriefing session.

## Local Collaboration

All Indiana Workforce Service Areas (WSAs) have the required local WIA partners participating on the Workforce Investment Board and in the WorkOne centers. Many WSAs have included additional voluntary partners. Local partnering in Indiana is a reality. We are now in the position of expanding the partnerships into more effective relationships that result in improved, seamless service delivery to our customers. Two examples of that “next step” are described below.

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A primary objective of the Workforce Investment Board in South Central Indiana is making the WorkOne centers integral parts of the communities. To achieve this objective, they encourage the use of the Bloomington WorkOne center by the entire community. For example, the Bloomington WorkOne hosts meetings for a wide variety of local groups including Southern Indiana Welfare Directors, Chamber of Commerce and Economic Development organizations. They also use the WorkOne as a training site for quarterly foster parent training and will be offering IU Continuing Education classes at the center beginning in January 2001. These activities take the scope of local collaboration to the next level and help make the local WorkOne center a functional part of the community. When workforce development, economic development and education are mentioned, Bloomington's WorkOne center in Bloomington is the focal point.

In the Lawrenceburg WorkOne center in Southeastern Indiana, a long history of local partnering exists. This is exemplified with their efforts with adult basic education (ABE). For years staff referred customers to the various ABE programs, but a large percentage of those people never showed up for their ABE appointments. In discussions with ABE it was strongly felt that embarrassment and second thoughts often led to the missed appointments. To solve this problem, they created an ABE classroom in the WorkOne. Staff walk their customers to the classroom and personally introduce them to the ABE instructor. Second thoughts are eliminated and embarrassment minimized. This has resulted in tremendous improvements in the ABE referral process. Family and Social Services is located in the same building as the WorkOne. They also use the ABE classroom to get their customers enrolled. This simple, but innovative, approach to customer service has forged stronger relationships between the ABE and all of the local WorkOne partners. Their efforts have resulted in improved services to the WorkOne customers.

### **Helping Hoosiers Collaboration Between Partners**

Hoosiers are already realizing the benefits of a one-stop system with multiple partners. Here are just a few examples:

*A woman lost her job and looked to the workforce development system for help. The woman was able to get wage verification, register with the statewide job matching service (CS3) and receive training on resume writing and interview skills. As a result, the woman matched with a job in CS3 and impressed the employer with her interviewing skills and her resume. She is now making \$9.00 an hour with full benefits*

*A Vietnam veteran was let go after 22 years of service due to restructuring and technological changes in the communications industry. At 43 years old he was out of work and didn't have the skills to match the changes in the industry. After a bout with drugs and depression, he turned to the workforce development system for help. After completing a recovery program, he was able to find an apartment and car and*

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*begin a new job search. With the cooperation of our partners and other community-based organizations, he is now gainfully employed at \$16.00 an hour and has been off drugs for two years.*

*A client first came to the workforce development system for unemployment insurance benefits, but was in desperate need of assistance for her children. Her children were soon enrolled in Hoosier Healthwise (medical insurance) for children. The woman learned how to write a resume and search for jobs. When it was discovered she could not pay her heating bill, she was referred to the Energy Assistance program. After a few weeks of unemployment benefits and assistance she received, she was able to find employment on her own.*

## **Implementation Challenges**

Indiana implemented the Workforce Investment Act of 1998 to adults and dislocated workers beginning July 1, 1999. We implemented WIA knowing that all the issues surrounding implementation were not yet identified and that the regulations and all the guidance from the Department of Labor had not yet been issued. However, Indiana believed we were poised to create a state of the art workforce investment system as required by the Workforce Investment Act (WIA) by July 1, 1999 because of our past successes. In reality, being an early implementation State was as much a “help” as a “hindrance.”

In 1986-97 Indiana pioneered the successful creation of a system of Workforce Development Centers (WDC) that were within easy access to all Hoosiers. The WDCs were one-stop centers that permitted Hoosiers to access at one location a wide range of employment and training services, as well as a variety of community based social services.

WIA became law on August 7, 1998. To implement early we had less than a year to revise the employment and training program mandated under the Job Training Partnership Act into a workforce development program permitted by the Workforce Investment Act. We grappled with the decisions outlined in the legislation: identifying the workforce services areas, writing a strategic 5-year state plan, issuing local workforce development plans, calculating and issuing allocations, and developing an eligible training provider list, etc. But more important than developing the “processes” of WIA, we had to envision the WIA system for Indiana – how a “work-first philosophy” would operate in our state; how to get the buy-in from our WIA partners to ensure the successful implementation of WIA; and how the citizens of Indiana would best be served by the legislation. Accomplishing all of that at a minimum, even knowing that we may need to “tweak” as we went, was daunting to say the least.

Indiana is proud of its Program Year 1999 accomplishments. We met all the mandatory performance standards and the system goals set by Indiana. Workforce Investment Boards have learned the importance of partnering and resource sharing during these times of doing more with less. We believe our system will only be enhanced as we continue operating WIA through June 30, 2004.

## **Indiana's Workforce Development System's PY '99 Highlights**

- Provided more than \$5 million to companies for incumbent worker training programs through an initiative called Advance Indiana. Fifty-four new projects were approved with approximately 7,242 Hoosier workers eligible to receive a portable credential at the completion of training.
- Allocated \$500,000 to the Technology Enhancement Certification for Hoosiers (TECH) fund. This \$1 million pilot project funded by the Indiana Department of Commerce and the Indiana Department of Workforce Development provided training for technology workers in Indiana. More than 700 technology workers benefited from this first round of funding.
- Approved 13 workforce literacy grants benefiting more than 800 incumbent workers who participated in customized training that was provided at their workplace.
- Collaborated with the Indiana Department of Education to design and implement a pilot program called EnglishWorks to meet identified language needs and goals of individual workers and their employers. DWD allocated \$100,000 to the program and a total of twenty-nine companies participated.
- Transferred \$11.5 million in federal Welfare-to-Work funding to the 16 Workforce Investment Boards.
- Led the way as an early implementation state for the federal Workforce Investment Act. As a result, 85% of WIA money was transferred to the 16 Workforce Investment Boards. Adult programs received \$11.7 million, dislocated worker programs received \$9.9 million and youth programs received \$12.2 million in federal funding.

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## Summary of State Performance

State of Indiana PY' 99

### Program Year Participation Summary

Program	Total Participants Served	Total Exiters
Adults	4,101	2,210
Dislocated Workers	2,756	1,619

### Negotiated Performance Measures Summary

Performance Measure	Negotiated Performance Level	Actual Performance Level		
<i>Exit Period Covered by Measures: July through June</i>				
Participant Customer Satisfaction Score	65.0	69.4		
Employer Customer Satisfaction Score	60.0	64.6		
<i>Exit Period Covered by Measures: October through September</i>				
Adult Entered Employed	75.0	75.5	Numerator	1,405
			Denominator	1,861
Adult Employment Retention*	80.0	84.0	Numerator	1,290
			Denominator	1,535
Adult Earnings Change	\$3,400	\$3,872	Numerator	\$6,814,672
			Denominator	1,760
Dislocated Worker Entered Employment	70.0	82.4	Numerator	2,088
			Denominator	2,535
Dislocated Worker Employment Retention*	85.0	92.3	Numerator	1,604
			Denominator	1,737
Dislocated Worker Earnings Replacement	86.0	93.9	Numerator	\$22,995,848
			Denominator	\$24,476,911

\* Exit Period Covered: October through June

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## Summary of State Performance for Selected Groups State of Indiana PY' 99

Performance Measure	Public Assistance Recipients		Veterans		Individuals with Disabilities			
Adult Entered Employment	Num.	596	83.6	Num.	51	67.5	Num.	79
	74.6	Den.		799	Den.		61	Den.
Adult Employment Retention*	Num.	547	80.8	Num.	42	82.4	Num.	70
	85.5	Den.		640	Den.		52	Den.
Adult Earnings Change	Num.	\$3,009,634	\$3,735	Num.	\$212,905	\$4,393	Num.	\$421,761
	\$4078	Den.		738	Den.		57	Den.
Dislocated Worker Entered Employment			80.0	Num.	144	82.6	Num.	57
				Den.	180		Den.	69
Dislocated Worker Employment Retention*			87.6	Num.	106	83.3	Num.	40
				Den.	121		Den.	48
Dislocated Worker Earnings Replacement			92.8	Num.	\$1,996,120	89.7	Num.	\$553,966
				Den.	\$2,151,008		Den.	\$617,610

Performance Measure	Older Individuals		Displaced Homemakers		Received Training Services		Received Core or Intensive Svs. Only				
Adult Entered Employment	Num.	28			73.2	Num.	837	79.2	Num.	568	
	65.1	Den.				43	Den.		1,144	Den.	717
Adult Employment Retention*	Num.	18			86.8	Num.	846	79.3	Num.	444	
	72.0	Den.				25	Den.		97 5	Den.	560
Adult Earnings Change	Num.	\$27,960			\$4,176	Num.	\$4,744,397	\$3,318	Num.	\$ 2,070,275	
	\$874	Den.				32	Den.		1,136	Den.	624
Dislocated Worker Entered Employment	Num.	218	83.3	Num.	10	81.8	Num.	1,459	83.6	Num.	629
	75.2	Den.		290	Den.		12	Den.		1,783	Den.
Dislocated Worker Employment Retention*	Num.	168	87.5	Num.	7	92.5	Num.	1,111	92.0	Num.	49
	90.3	Den.		186	Den.		8	Den.		1,201	Den.
Dislocated Worker Earnings Replacement	Num.	\$2,130,262	170.6	Num.	\$75,311	95.9	Num.	\$15,616,221	90.1	Num.	\$7,379,627
	77.9	Den.		\$2,735,169	Den.		\$44,148	Den.		\$16,287,866	Den.

\* Exit Period Covered by Measures: October through September

\*\*\*\*\*

## Cost of Program Activities State of Indiana PY' 99

Program Activity	Total Federal Spending
Local Adults	\$7,557,653
Local Dislocated Workers	4,591,549
Local Youth	2,231,123*
Rapid Response	1,379,123
Statewide Required Activities	1,072,642
Statewide Allowable Activities	477,792
<i>Describe each program activity</i>	
1. Eligible Training Provider List	81,190
2. Assisting in operating of 1-stop systems	115,200
3. Incumbent Worker, RSA & CTA Training	281,402
Total All Federal Spending	\$17,310,009

*\* April 1 – June 30 '00 only for WIA Youth Program*

*Note: Local Administrative cost has been rolled back to Adult \$722,965, Dislocated Worker \$439,227 and Youth \$250,456*

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## Summary of Local Performance

Northwest Indiana PY' 99

### Program Year Participation Summary

Program	Total Participants Served	Total Exiters
Adults	711	400
Dislocated Workers	428	223

### Negotiated Performance Measures Summary

Performance Measure	Negotiated Performance Level	Actual Performance Level		
<i>Exit Period Covered by Measures: July through June</i>				
Participant Customer Satisfaction Score	65.0	59.6		
Employer Customer Satisfaction Score	60.0	62.1		
<i>Exit Period Covered by Measures: October through September</i>				
Adult Entered Employment	75.0	68.4	Numerator	195
			Denominator	285
Adult Employment Retention*	80.0	83.6	Numerator	163
			Denominator	195
Adult Earnings Change*	\$3,400	\$3,925	Numerator	\$918,466
			Denominator	234
Dislocated Worker Entered Employment	70.0	67.9	Numerator	178
			Denominator	262
Dislocated Worker Employment Retention*	85.0	81.5	Numerator	119
			Denominator	146
Dislocated Worker Earnings Replacement*	86.0	93.6	Numerator	\$2,267,004
			Denominator	\$2,421,549

\* Exit Period Covered: October through June

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## Summary of Local Performance

Kankakee Valley PY' 99

### Program Year Participation Summary

Program	Total Participants Served	Total Exiters
Adults	140	60
Dislocated Workers	135	56

### Negotiated Performance Measures Summary

Performance Measure	Negotiated Performance Level	Actual Performance Level		
<i>Exit Period Covered by Measures: July through June</i>				
Participant Customer Satisfaction Score	65.0	72.8		
Employer Customer Satisfaction Score	60.0	66.3		
<i>Exit Period Covered by Measures: October through September</i>				
Adult Entered Employment	75.0	81.3	Numerator	78
			Denominator	96
Adult Employment Retention*	80.0	94.3	Numerator	82
			Denominator	87
Adult Earnings Change*	\$3,400	\$4,495	Numerator	\$422,558
			Denominator	94
Dislocated Worker Entered Employment	70.0	71.4	Numerator	80
			Denominator	112
Dislocated Worker Employment Retention*	85.0	89.9	Numerator	62
			Denominator	69
Dislocated Worker Earnings Replacement*	86.0	108.6	Numerator	\$786,780
			Denominator	\$724,240

\* Exit Period Covered: October through June

\*\*\*\*\*

## Summary of Local Performance

Northern Indiana PY' 99

### Program Year Participation Summary

Program	Total Participants Served	Total Exiters
Adults	236	123
Dislocated Workers	233	146

### Negotiated Performance Measures Summary

Performance Measure	Negotiated Performance Level	Actual Performance Level		
<i>Exit Period Covered by Measures: July through June</i>				
Participant Customer Satisfaction Score	65.0	72.7		
Employer Customer Satisfaction Score	60.0	60.4		
<i>Exit Period Covered by Measures: October through September</i>				
Adult Entered Employment	75.0	79.3	Numerator	46
			Denominator	58
Adult Employment Retention*	80.0	86.5	Numerator	45
			Denominator	52
Adult Earnings Change*	\$3,400	\$4,270	Numerator	\$286,067
			Denominator	67
Dislocated Worker Entered Employment	70.0	83.4	Numerator	176
			Denominator	211
Dislocated Worker Employment Retention*	85.0	95.5	Numerator	127
			Denominator	133
Dislocated Worker Earnings Replacement*	86.0	114.3	Numerator	\$1,939,083
			Denominator	\$1,696,717

\* Exit Period Covered: October through June

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## Summary of Local Performance

Northeast Indiana PY' 99

### Program Year Participation Summary

Program	Total Participants Served	Total Exiters
Adults	324	151
Dislocated Workers	252	170

### Negotiated Performance Measures Summary

Performance Measure	Negotiated Performance Level	Actual Performance Level		
<i>Exit Period Covered by Measures: July through June</i>				
Participant Customer Satisfaction Score	65.0	68.9		
Employer Customer Satisfaction Score	60.0	65.1		
<i>Exit Period Covered by Measures: October through September</i>				
Adult Entered Employment	75.0	75.4	Numerator	49
			Denominator	65
Adult Employment Retention*	80.0	87.7	Numerator	57
			Denominator	65
Adult Earnings Change*	\$3,400	\$3,789	Numerator	\$291,752
			Denominator	77
Dislocated Worker Entered Employment	70.0	86.3	Numerator	214
			Denominator	248
Dislocated Worker Employment Retention*	85.0	94.6	Numerator	175
			Denominator	185
Dislocated Worker Earnings Replacement*	86.0	89.8	Numerator	\$2,266,882
			Denominator	\$2,524,467

\* Exit Period Covered: October through June

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## Summary of Local Performance

Tecumseh Area PY' 99

### Program Year Participation Summary

Program	Total Participants Served	Total Exiters
Adults	108	67
Dislocated Workers	125	102

### Negotiated Performance Measures Summary

Performance Measure	Negotiated Performance Level	Actual Performance Level		
<i>Exit Period Covered by Measures: July through June</i>				
Participant Customer Satisfaction Score	65.0	69.0		
Employer Customer Satisfaction Score	60.0	65.3		
<i>Exit Period Covered by Measures: October through September</i>				
Adult Entered Employment	75.0	85.5	Numerator	47
			Denominator	55
Adult Employment Retention*	80.0	86.8	Numerator	46
			Denominator	53
Adult Earnings Change*	\$3,400	\$3,197	Numerator	\$185,430
			Denominator	58
Dislocated Worker Entered Employment	70.0	84.3	Numerator	134
			Denominator	159
Dislocated Worker Employment Retention*	85.0	94.0	Numerator	110
			Denominator	117
Dislocated Worker Earnings Replacement*	86.0	83.4	Numerator	\$1,263,241
			Denominator	\$1,514,467

\* Exit Period Covered: October through June

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## Summary of Local Performance

North Central Indiana PY' 99

### Program Year Participation Summary

Program	Total Participants Served	Total Exiters
Adults	96	45
Dislocated Workers	103	71

### Negotiated Performance Measures Summary

Performance Measure	Negotiated Performance Level	Actual Performance Level		
<i>Exit Period Covered by Measures: July through June</i>				
Participant Customer Satisfaction Score	65.0	64.9		
Employer Customer Satisfaction Score	60.0	64.4		
<i>Exit Period Covered by Measures: October through September</i>				
Adult Entered Employment	75.0	70.9	Numerator	56
			Denominator	79
Adult Employment Retention*	80.0	87.8	Numerator	65
			Denominator	74
Adult Earnings Change*	\$3,400	\$5,542	Numerator	\$482,134
			Denominator	87
Dislocated Worker Entered Employment	70.0	73.6	Numerator	78
			Denominator	106
Dislocated Worker Employment Retention*	85.0	92.2	Numerator	59
			Denominator	64
Dislocated Worker Earnings Replacement*	86.0	112.9	Numerator	\$822,522
			Denominator	\$728,318

\* Exit Period Covered: October through June

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## Summary of Local Performance

Madison-Grant PY' 99

### Program Year Participation Summary

Program	Total Participants Served	Total Exiters
Adults	149	42
Dislocated Workers	68	37

### Negotiated Performance Measures Summary

Performance Measure	Negotiated Performance Level	Actual Performance Level		
<i>Exit Period Covered by Measures: July through June</i>				
Participant Customer Satisfaction Score	65.0	71.0		
Employer Customer Satisfaction Score	60.0	65.5		
<i>Exit Period Covered by Measures: October through September</i>				
Adult Entered Employment	75.0	67.4	Numerator	29
			Denominator	43
Adult Employment Retention*	80.0	91.9	Numerator	34
			Denominator	37
Adult Earnings Change*	\$3,400	\$5,974	Numerator	\$292,707
			Denominator	49
Dislocated Worker Entered Employment	70.0	84.9	Numerator	62
			Denominator	73
Dislocated Worker Employment Retention*	85.0	94.0	Numerator	47
			Denominator	50
Dislocated Worker Earnings Replacement*	86.0	92.9	Numerator	\$777,960
			Denominator	\$837,339

\* Exit Period Covered: October through June

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## Summary of Local Performance

East Central Indiana PY' 99

### Program Year Participation Summary

Program	Total Participants Served	Total Exiters
Adults	283	206
Dislocated Workers	430	276

### Negotiated Performance Measures Summary

Performance Measure	Negotiated Performance Level	Actual Performance Level		
<i>Exit Period Covered by Measures: July through June</i>				
Participant Customer Satisfaction Score	65.0	74.3		
Employer Customer Satisfaction Score	60.0	66.6		
<i>Exit Period Covered by Measures: October through September</i>				
Adult Entered Employment	75.0	77.7	Numerator	87
			Denominator	112
Adult Employment Retention*	80.0	83.0	Numerator	83
			Denominator	100
Adult Earnings Change*	\$3,400	\$3,793	Numerator	\$458,921
			Denominator	121
Dislocated Worker Entered Employment	70.0	88.2	Numerator	277
			Denominator	314
Dislocated Worker Employment Retention*	85.0	92.4	Numerator	195
			Denominator	211
Dislocated Worker Earnings Replacement*	86.0	93.4	Numerator	\$2,975,779
			Denominator	\$3,186,249

\* Exit Period Covered: October through June

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## Summary of Local Performance

Western Indiana PY' 99

### Program Year Participation Summary

Program	Total Participants Served	Total Exiters
Adults	137	78
Dislocated Workers	194	73

### Negotiated Performance Measures Summary

Performance Measure	Negotiated Performance Level	Actual Performance Level		
<i>Exit Period Covered by Measures: July through June</i>				
Participant Customer Satisfaction Score	65.0	64.5		
Employer Customer Satisfaction Score	60.0	64.2		
<i>Exit Period Covered by Measures: October through September</i>				
Adult Entered Employment	75.0	66.2	Numerator	45
			Denominator	68
Adult Employment Retention*	80.0	92.2	Numerator	47
			Denominator	51
Adult Earnings Change*	\$3,400	\$3,970	Numerator	\$254,067
			Denominator	64
Dislocated Worker Entered Employment	70.0	87.1	Numerator	88
			Denominator	101
Dislocated Worker Employment Retention*	85.0	95.7	Numerator	67
			Denominator	70
Dislocated Worker Earnings Replacement*	86.0	86.7	Numerator	\$895,864
			Denominator	\$1,033,483

\* Exit Period Covered: October through June

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## Summary of Local Performance

Circle Seven PY' 99

### Program Year Participation Summary

Program	Total Participants Served	Total Exiters
Adults	137	83
Dislocated Workers	185	129

### Negotiated Performance Measures Summary

Performance Measure	Negotiated Performance Level	Actual Performance Level		
<i>Exit Period Covered by Measures: July through June</i>				
Participant Customer Satisfaction Score	65.0	64.3		
Employer Customer Satisfaction Score	60.0	62.2		
<i>Exit Period Covered by Measures: October through September</i>				
Adult Entered Employment	75.0	81.6	Numerator	40
			Denominator	49
Adult Employment Retention*	80.0	89.6	Numerator	43
			Denominator	48
Adult Earnings Change*	\$3,400	\$3,775	Numerator	\$215,187
			Denominator	57
Dislocated Worker Entered Employment	70.0	85.9	Numerator	214
			Denominator	249
Dislocated Worker Employment Retention*	85.0	94.8	Numerator	183
			Denominator	193
Dislocated Worker Earnings Replacement*	86.0	94.3	Numerator	\$2,959,118
			Denominator	\$3,138,190

\* Exit Period Covered: October through June

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## Summary of Local Performance

Marion County PY' 99

### Program Year Participation Summary

Program	Total Participants Served	Total Exiters
Adults	543	261
Dislocated Workers	153	64

### Negotiated Performance Measures Summary

Performance Measure	Negotiated Performance Level	Actual Performance Level		
<i>Exit Period Covered by Measures: July through June</i>				
Participant Customer Satisfaction Score	65.0	69.1		
Employer Customer Satisfaction Score	60.0	59.6		
<i>Exit Period Covered by Measures: October through September</i>				
Adult Entered Employment	75.0	76.8	Numerator	441
			Denominator	574
Adult Employment Retention*	80.0	77.3	Numerator	358
			Denominator	463
Adult Earnings Change*	\$3,400	\$3,488	Numerator	\$1,695,385
			Denominator	486
Dislocated Worker Entered Employment	70.0	77.0	Numerator	254
			Denominator	330
Dislocated Worker Employment Retention*	85.0	91.8	Numerator	224
			Denominator	244
Dislocated Worker Earnings Replacement*	86.0	91.0	Numerator	\$3,057,794
			Denominator	\$3,360,928

\* Exit Period Covered: October through June

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## Summary of Local Performance

Southeastern Indiana PY' 99

### Program Year Participation Summary

Program	Total Participants Served	Total Exiters
Adults	183	46
Dislocated Workers	77	39

### Negotiated Performance Measures Summary

Performance Measure	Negotiated Performance Level	Actual Performance Level		
<i>Exit Period Covered by Measures: July through June</i>				
Participant Customer Satisfaction Score	65.0	75.0		
Employer Customer Satisfaction Score	60.0	67.3		
<i>Exit Period Covered by Measures: October through September</i>				
Adult Entered Employment	75.0	78.5	Numerator	51
			Denominator	65
Adult Employment Retention*	80.0	84.1	Numerator	53
			Denominator	63
Adult Earnings Change*	\$3,400	\$3,805	Numerator	\$235,935
			Denominator	62
Dislocated Worker Entered Employment	70.0	75.0	Numerator	42
			Denominator	56
Dislocated Worker Employment Retention*	85.0	87.5	Numerator	35
			Denominator	40
Dislocated Worker Earnings Replacement*	86.0	118.0	Numerator	\$393,258
			Denominator	\$333,342

\* Exit Period Covered: October through June

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## Summary of Local Performance

Shawnee Trace PY' 99

### Program Year Participation Summary

Program	Total Participants Served	Total Exiters
Adults	322	244
Dislocated Workers	111	82

### Negotiated Performance Measures Summary

Performance Measure	Negotiated Performance Level	Actual Performance Level		
<i>Exit Period Covered by Measures: July through June</i>				
Participant Customer Satisfaction Score	65.0	83.1		
Employer Customer Satisfaction Score	60.0	68.5		
<i>Exit Period Covered by Measures: October through September</i>				
Adult Entered Employment	75.0	74.1	Numerator	100
			Denominator	135
Adult Employment Retention*	80.0	81.9	Numerator	77
			Denominator	94
Adult Earnings Change*	\$3,400	\$3,702	Numerator	\$492,312
			Denominator	133
Dislocated Worker Entered Employment	70.0	75.8	Numerator	50
			Denominator	66
Dislocated Worker Employment Retention*	85.0	91.7	Numerator	22
			Denominator	24
Dislocated Worker Earnings Replacement*	86.0	103.2	Numerator	\$553,772
			Denominator	\$536,698

\* Exit Period Covered: October through June

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## Summary of Local Performance

South Central Indiana PY' 99

### Program Year Participation Summary

Program	Total Participants Served	Total Exiters
Adults	103	47
Dislocated Workers	63	25

### Negotiated Performance Measures Summary

Performance Measure	Negotiated Performance Level	Actual Performance Level		
<i>Exit Period Covered by Measures: July through June</i>				
Participant Customer Satisfaction Score	65.0	75.5		
Employer Customer Satisfaction Score	60.0	61.0		
<i>Exit Period Covered by Measures: October through September</i>				
Adult Entered Employment	75.0	73.5	Numerator	36
			Denominator	49
Adult Employment Retention*	80.0	95.1	Numerator	39
			Denominator	41
Adult Earnings Change*	\$3,400	\$3,878	Numerator	\$166,748
			Denominator	43
Dislocated Worker Entered Employment	70.0	96.5	Numerator	55
			Denominator	57
Dislocated Worker Employment Retention*	85.0	87.5	Numerator	42
			Denominator	48
Dislocated Worker Earnings Replacement*	86.0	50.6	Numerator	\$485,372
			Denominator	\$959,427

\* Exit Period Covered: October through June

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## Summary of Local Performance

Southern Seven PY' 99

### Program Year Participation Summary

Program	Total Participants Served	Total Exiters
Adults	143	41
Dislocated Workers	52	27

### Negotiated Performance Measures Summary

Performance Measure	Negotiated Performance Level	Actual Performance Level		
<i>Exit Period Covered by Measures: July through June</i>				
Participant Customer Satisfaction Score	65.0	83.4		
Employer Customer Satisfaction Score	60.0	66.8		
<i>Exit Period Covered by Measures: October through September</i>				
Adult Entered Employment	75.0	78.9	Numerator	45
			Denominator	57
Adult Employment Retention*	80.0	88.9	Numerator	48
			Denominator	54
Adult Earnings Change*	\$3,400	\$3,916	Numerator	\$187,983
			Denominator	48
Dislocated Worker Entered Employment	70.0	87.5	Numerator	49
			Denominator	56
Dislocated Worker Employment Retention*	85.0	89.1	Numerator	41
			Denominator	46
Dislocated Worker Earnings Replacement*	86.0	116.9	Numerator	\$372,945
			Denominator	\$319,128

\* Exit Period Covered: October through June

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## Summary of Local Performance

Southwest Indiana PY' 99

### Program Year Participation Summary

Program	Total Participants Served	Total Exiters
Adults	486	316
Dislocated Workers	147	99

### Negotiated Performance Measures Summary

Performance Measure	Negotiated Performance Level	Actual Performance Level		
<i>Exit Period Covered by Measures: July through June</i>				
Participant Customer Satisfaction Score	65.0	62.6		
Employer Customer Satisfaction Score	60.0	63.7		
<i>Exit Period Covered by Measures: October through September</i>				
Adult Entered Employment	75.0	84.5	Numerator	60
			Denominator	71
Adult Employment Retention*	80.0	86.2	Numerator	50
			Denominator	58
Adult Earnings Change*	\$3,400	\$2,925	Numerator	\$233,980
			Denominator	80
Dislocated Worker Entered Employment	70.0	94.1	Numerator	127
			Denominator	135
Dislocated Worker Employment Retention*	85.0	99.0	Numerator	96
			Denominator	97
Dislocated Worker Earnings Replacement*	86.0	101.4	Numerator	\$1,178,474
			Denominator	\$1,162,369

\* Exit Period Covered: October through June