



INDIANA  
**WORKFORCE**  
DEVELOPMENT

AND ITS **WorkOne**.CAREER CENTERS

## Workforce Investment Act | Annual Report



**Program Year 2015**

July 1, 2015 - June 30, 2016

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## A Message from Commissioner Steve Braun

The contents of this report outline Indiana Department of Workforce Development (DWD) programs and initiatives that supported Hoosier students, workers and jobseekers in attaining valuable skills and securing gainful employment during Program Year 2015.

Some of Indiana's most notable successes were made by Indiana's Jobs for America's Graduates (JAG), which continues to thrive with 110 active statewide programs and more than 15,000 participants since 2006. Indiana JAG graduates more than 94 percent of participants with many students choosing to continue their education or join the workforce after high school. For the second-consecutive year, Indiana received the "5 of 5" Award – the highest national honor for a JAG program. This recognition was bestowed on Indiana JAG for achieving exemplary success levels for graduation rates, employment, positive outcomes and full-time placement.



Another prominent milestone was welcoming the 4,000<sup>th</sup> enrollee to the WorkINdiana program, which is a framework of approved certifications through regional partnerships among adult education centers, career and technical education centers, WorkOne Career Centers, community colleges and local economic development organizations. WorkINdiana is integral to the agency's goal of filling the estimated one million jobs that will be available between now and 2025. Through WorkINdiana, Adult Education students can choose from over 30 industry-recognized certifications while earning a high school equivalency diploma or improving other skills.

Additionally, DWD has focused its efforts on preparing the Hoosier workforce for the high-demand jobs of today and the future. Jobseekers now have greater access to career assistance and skills development opportunities at local WorkOne Career Centers. DWD has also developed statewide initiatives designed to enhance training and education programs across Indiana's education and workforce spectrum. The programs—often available at no cost — encourage self-sufficiency and attainment of employment and career opportunities for all.

Please take a closer look at these projects and other critical DWD programs and initiatives listed in this report. We look forward to building on the accomplishments of Program Year 2015 as we support the Hoosier workforce in filling the estimated one million Indiana jobs expected to become available over the next decade.

Respectfully,

A handwritten signature in black ink, appearing to read "S. Braun". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Steven J. Braun, Commissioner  
Department of Workforce Development

## MISSION

Developing a premier workforce that will allow Indiana employers to flourish and entice businesses from outside our state to relocate to Indiana.

## SYSTEM ALIGNMENT

*Create a seamless, one-stop delivery system where partners provide worker-centric and student-centric integrated services.*

Partners within the talent development system are working with limited resources as well as limited information about the services being provided by one another. Agencies have similar goals and complementary services, yet programs often operate in silos. The system should align around solutions rather than funding streams and programs. Greater focus must be given to a true systems approach, which aligns resources to maximize their impact and fundamentally transform the way in which workers and students are engaged and served by the system. Within such an approach, agencies and organizations work together by integrating resources and services, and sharing goals, strategies and successes. Additionally, they ensure that students and workers are provided with opportunities to improve their education, knowledge and skill levels.

## CLIENT-CENTRIC APPROACH

*Create a client-centered approach where system partners and programs coordinate in a way that each individual worker or student has a pathway to improving his or her education, knowledge, skills and, ultimately, his or her employment prospects with a focus on in-demand careers.*

The state's education, job skills development and career training system must ensure that the talent development system focuses on the individual student's or worker's aspirations and needs and provides all students and workers with access to pathways for improving employment prospects. In many cases throughout the existing system, activities and services provided focus on the program being placed at the center of service delivery. In such a model, greater focus is given to meeting program requirements and less attention is paid to serving the individual. This has left the workers or students navigating a complex web of program requirements, having to visit multiple program locations, multiple times and being providing the same information at each stop in order to receive the services needed. This paradigm must shift dramatically towards ensuring that system partners and program requirements are aligned with the worker or student at the center of service delivery. In this client-centered approach, system partners and programs coordinate in a way that each individual worker or student has a pathway to improving his or her education, knowledge and skills that lead to a fulfilling and rewarding career.

## DEMAND DRIVEN PROGRAMS AND INVESTMENTS

*Adopt a data-driven, sector-based approach that directly aligns education and training with the needs of Indiana's business community.*

Due in part to the limited public resources available for education, training, and career development, the state must ensure that available resources are closely aligned with key sectors that drive the state's existing and emerging economy. Further, partners within Indiana's education, job skills development and career training system must enhance their ability to engage meaningfully with employers within these sectors. They must also ensure that programming addresses the emerging and existing education, knowledge and skill needs of these sectors from entry level onward. Concurrently, the state and its partners must ensure that there are effective and meaningful forums for employers in these sectors to collaborate with each other and work with system partners.

## STATE WORKFORCE INNOVATION COUNCIL (SWIC)

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

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

- Reviewing the services and use of funds and resources under applicable federal programs;
- Advising the Governor on methods for coordinating the services and use of funds and resources consistent with the laws and regulations governing applicable federal programs;
- Advising the Governor on the development and implementation of state and local standards and measures;
- Identifying the workforce needs in Indiana and recommending goals to meet the investment needs;
- Advising the Governor on the coordination of federal, state, and local education and training programs and on the allocation of state and federal funds in Indiana to promote effective services, service delivery, and innovative programs;
- Administering postsecondary proprietary educational institution accreditation under Indiana Code 22-4.1- 21;
- Serving as the state advisory body required under the following federal laws:
  - 29 U.S.C. 3101 et seq. Workforce Innovation and Opportunity Act;
  - 29 U.S.C. 49 et seq., Wagner Peyser Act;
  - 20 U.S.C. 2301 et seq., Carl D. Perkins Vocational and Applied Technology; 29 U.S.C. 3101 et seq., Adult Education and Family Literacy Act.
- Any other function assigned to the council by the Governor with regard to the study and evaluation of Indiana's workforce development system;

During PY 2015, the SWIC accomplished the following:

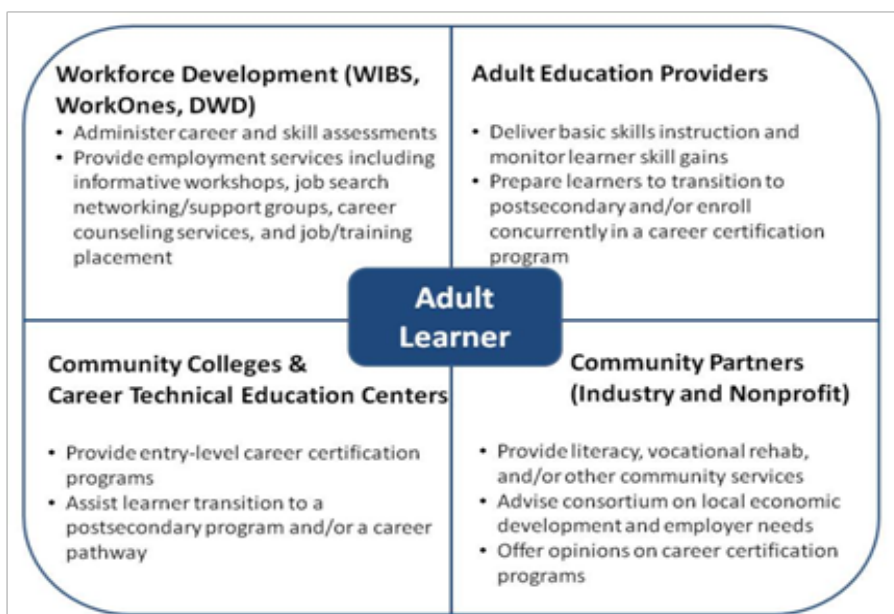
- Oriented new and reappointed members to DWD, WIOA, Regional Workforce Development Boards and the SWIC;
- Held two joint meetings with the Indiana Career Council;
- Approved resolution to suspend for up to one year, enforcing the minimum completion rate thresholds for the Eligible Training Provide List to allow time to review criteria options and consider which criteria to include that aligns with WIOA; and
- Approved resolution to adopt the Adult Career Readiness Standards, developed by DWD in collaboration with educator and employer advisors and the SWIC WIOA Implementation Taskforce.

## WIA ACTIVITY

### ADULT BASIC EDUCATION

The Adult Basic Education (ABE) program is charged with ensuring delivery of foundational skills development, career pathways and academic and career counseling services to adults and out-of-school youth for the purpose of employment, reemployment or enhanced employment. Throughout the state, there are roughly 500,000 individuals who do not have a high school diploma or its equivalent (according to the American Community Survey – U.S. Census Bureau).

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



During PY 2015, the following results were accomplished:

28,142 Student Enrollment	
23,361	Level Gains (student may have achieved more than one gain) <ul style="list-style-type: none"> <li>3% increase over PY14</li> </ul>
4,683	HSEs and HS Diplomas Awarded <ul style="list-style-type: none"> <li>3% increase over PY14</li> </ul>
\$1,590	Cost per student who attained a level gain (equivalent to two K-12 grade levels)
1143	WorkINdiana Enrollments <ul style="list-style-type: none"> <li>88% completion rate</li> <li>Of those who completed, 76% earned certification</li> </ul>

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



**The WorkINdiana program offers short-term occupational training to Adult Education students, resulting in industry-recognized certifications.**

The Indiana Department of Workforce Development created the WorkINdiana program to provide short-term occupational training to Adult Education students. WorkINdiana focuses on in-demand occupations and enables students to gain industry-recognized certifications. The program helps students overcome barriers and obtain the knowledge and skills necessary to access better career opportunities.

Students may select certification training from a list of approved certifications (see the Framework). Students are co-enrolled in Workforce Investment Opportunity Act programs in order to receive the full range of supports and financial services available.

To ensure success, WorkINdiana requires regional partnerships between WorkOne Centers, adult education centers, career and technical education centers, community colleges and local economic development representatives. Together these partners determine which careers from the certification framework are most relevant to their regions and then implement the requisite training programs.

Since WorkINdiana’s inception in August 2011, 4,445 students have enrolled in certification training, with 86% completing and 78% achieving a certification. In PY15 alone, 1,043 students enrolled. Currently, there are more than 300 approved career certification programs across the state with additional programs being added throughout the year.

Framework: WorkINdiana Career Certifications	
Industry Sectors	Certifications
<b>Health Care</b>	Certified Nurse Aide (CNA)
	Emergency Medical Technician (EMT-B)
	Dental Assistant with Limited Radiography License (LRC)
	Home Health Aide (HHA)†
	Medical Assistant (CCMA)†
	Medical Coder/Billing Specialist (CPC, CCA† or CBCS)
	Patient Access (CHAA)
	Pharmacy Technician (C.Ph.T.)
<b>Information Technology</b>	Computer Support Specialist (CompTIA A+ or with CompTIA Security+ or Network+)
	Electronics Technician (EST, ESA-4† or CET)
<b>Business Administration &amp; Support</b>	Administration Assistant (IC3 or MOS)
	Bookkeeper (QuickBooks†)
	Customer Service/Call Center (TSIA CSP-1†, NRF Customer Service and Sales†, CBP +IC3†)
<b>Advanced Manufacturing</b>	CNC Machine Operator (CNC)
	Entry Welder (AWS)
	Heating and Cooling Technician (EPA 608)
	Production Worker (MSSC CPT)
	Underground/Surface Coal Mining (MSHA 5023)
Maintenance (CMRT)†	
<b>Transportation and Logistics</b>	Automotive Service Technician (ASE)
	Laborers and Material Movers (MSSC CLA or MSSC CLA + Forklift Driving)
	Truck Driver, Heavy and Tractor Trailer (CDL-A)
	Truck Driver, Light and Tractor Trailer (CDL-B)
<b>Hospitality</b>	Hospitality Staff (START)
<b>Construction</b>	Pre-apprenticeship Training (OSHA+INPlan)†

† Conditional pending results of pilot.



## JOBS FOR AMERICA'S GRADUATES

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



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

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

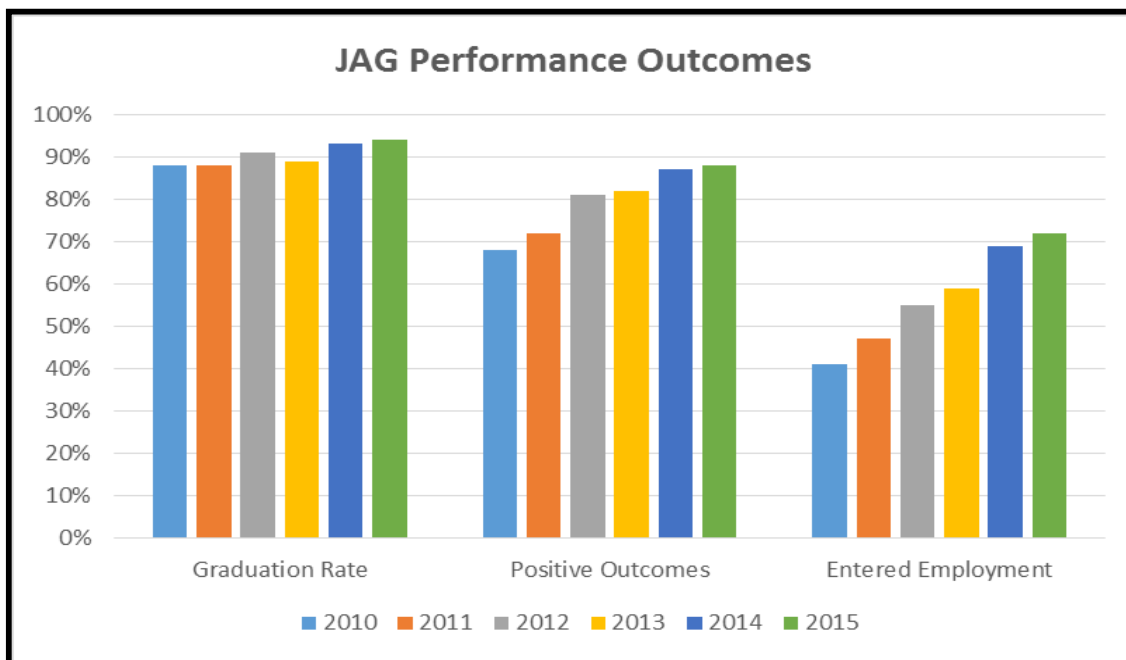
Each high school senior completes the Free Application for Federal Student Aid (FAFSA), applies to two colleges and has the opportunity to take the American College Testing (ACT), Scholastic Aptitude Test (SAT) or other postsecondary enrollment examination. Last year's highlights include:

- 41% of the students in follow-up were enrolled in post-secondary education.
- JAG high school graduates earned \$21M in scholarships in 2016
- JAG Indiana was recognized by the national organization for having the highest amount of earned scholarships by its students.

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

The CDC, held March 11, 2016 at Ivy Tech Community College in Indianapolis, provided an opportunity for students to visit the campus and compete in employability skills events. Ninety-two schools participated in 12 regional conferences with the top 150 students invited to attend the CDC. Thirty-nine students received awards ranging from \$250 to \$3,000 for performance in competitive events designed to demonstrate employability skills learned through program competencies, employment and community connections.

## JOBS FOR AMERICA'S GRADUATES (CONT'D)



Since its inception in 2006, JAG has served more than 15,000 Hoosier students. Over 5,600 students participated in JAG at 118 programs throughout the state during the 2015-2016 school year.

During the 2013 session of the Indiana General Assembly, state funds were allocated for the first time for JAG. This enabled the program to essentially double in size. Programs were sustained with additional state funds from the General Assembly in 2015. Temporary Assistance for Needy Families (TANF) funds were used to sustain the program as WIOA funds shifted to focus on out-of-school youth.

## HOOSIER INITIATIVE FOR RE-ENTRY (HIRE)

The HIRE program is a collaboration with DWD and the Department of Correction dedicated to creating a cohesive relationship between ex-offender clients, WorkOne Centers, businesses, non-profit organizations and local law enforcement agencies. The collective goal of this group is to help place rehabilitated, trained and determined clients back into the workforce.

Re-Entry Coordinators meet with clients in individual and group training sessions to develop employability skills such as integrity, sense of responsibility, emphasis on quality, discipline and sense of teamwork. Ex-offenders mastering these five key work ethics, occasionally lacking among traditional jobseekers, are more likely to secure and maintain gainful employment.

Employer benefits of working with the HIRE program include employee development leading up to hiring and support, continued training and coaching from the designated Re-Entry Coordinator for one year after placement. HIRE works with the employer and employee to create and support both entities to foster a productive and respectful workplace environment.

After release and job placement, DWD staff meets regularly with participants and employers to identify work-related issues or needs and discuss any program changes. It costs Indiana roughly \$20,000 per year to incarcerate one offender. DWD analysis indicates the state's cash return was more than \$8,000,000 due to savings on incarceration costs and increases in economic productivity during the past year.

In addition, many of the HIRE participants may qualify for WOTC (Work Opportunity Tax Credit) and/or free Federal Bonding. These two valuable US Department of Labor programs offer savings and added value to employers who are willing to give our clients a second chance to rebuild their future.

## MIGRANT AND SEASONAL FARMWORKERS

DWD is committed to serve migrant and seasonal farm workers seeking work and skill enhancements and provides the following job-related information and assistance:

- Job search, job referral and placement, referral to training and skill building activities;
- During the harvest season, 2,500 flyers were distributed;
- Worked to coordinate outreach services and funds for emergency services to farm workers via contract renewal with *Proteus®, Inc.*; and
- Continued work toward renewing MOU with Indiana State Department of Health to provide pre-occupancy housing inspections for H-2A workers.

## RAPID RESPONSE

DWD provides services and resources that are brought to dislocated workers onsite at a downsizing or closing company prior to a mass layoff event. These customized services are part of a program called Rapid Response, which is designed to get the dislocated workers back to work as soon as possible. A Rapid Response event is initiated when the DWD is informed of impending layoffs or closures. Many companies will contact the Rapid Response team to notify them of a layoff and invite them to come onsite to help the workers.

**During PY15, 83 notices of closures or layoffs were received.** WorkOne Centers working in conjunction with Regional Workforce Development Boards provided services that included rapid response orientations, community coordination of resources, job preparedness workshops, career planning, resume development, interview coaching, skill evaluations, training, computer classes and job service assistance.

DWD has an online tool for Rapid Response that is utilized at all WorkOne Centers. It is designed to assist dislocated workers in understanding the transferability of their knowledge, skills and abilities when seeking employment opportunities. The tool creates a personal development plan for the dislocated worker that is accessible online. The tool is also utilized onsite with the employer to assist workers facing job losses. In addition to providing services onsite and at WorkOne Centers, the tool also assists labor market analysts, career counselors and others with analyzing, understanding and exploring skills associated with each occupation measured and published by the Occupational Information Network (O\*NET) sponsored by the U.S. Department of Labor.

This past program year, Indiana has been hit hard with the impact of coal mine closings. Indiana coal mine companies have struggled as utilities switch from coal to low-cost natural gas for electricity generation. According to the Indiana Coal Council, Indiana ranks fourth among states in coal-fired electric generating capacity being forced to shut down because of EPA policies.

Due to the aforementioned conditions, Indiana-based utility Vectren finalized the sale of its coal-mining subsidiary Vectren Fuels to Sunrise Coal and eliminated over 100 positions. Additionally, Vigo Coal, Alcoa, Triad, Gibson County Coal, and Peabody Energy companies have laid off hundreds of workers.

As a result, Indiana is funding a grant to study the impact economic conditions and government regulations have on coal and coal-fired power plants and regional workforces. Within the study, the coalition will identify and analyze regional business clusters to identify growth areas that could potentially lead to employment opportunities for laid off workers.

## REEMPLOYMENT ELIGIBILITY & ASSESSMENT (REA) AND JOBS FOR HOOSIERS (JFH)

DWD's goal for the 2015 Reemployment Eligibility & Assessment (REA) program year was to provide a level of Reemployment Services to qualified Unemployment Insurance (UI) recipients. Indiana was one of three states selected out of the seven states initially approached for participation in an elite USDOL REA study, administered by Abt Associates. This study was designed to compare the "Full REA" program of more intensive services with mandatory follow up and additional assignments to the Jobs for Hoosiers (JFH) state REA program, which was the "Partial REA" program in the study.

The Jobs for Hoosiers program is an initiative that began October 1, 2013. It is a program that works in tandem with REA and requires individuals receiving unemployment benefits to report to a local WorkOne after their fourth week. The program introduces unemployed Hoosiers to WorkOne services and training opportunities during a one day orientation and provides access to additional reemployment services, if desired.

In PY2015, the full REA program surpassed its PY2015 goal of 25,000 claimants served by 925. The JFH program also exceeded its PY2015 goal serving 26,302 UI recipients – well more than its 15,000 target. This represented a 58% increase in customers served at some level of Reemployment Services.

## FEDERAL BONDING PROGRAM

The Federal Bonding program has proven to be a valuable tool in removing barriers to reemployment. Examples of employment barriers include poor credit history, criminal background, disadvantaged youth, dishonorable discharge from military, dislocated homemaker, or history of substance abuse. Indiana's Federal Bonding program has established key partnerships externally and internally with the WorkOne system. Fidelity bonds are issued to employers at no cost and provide six months of coverage. Bond coverages range from a minimum of \$5,000 to a maximum of \$25,000. The initial six months of coverage are free to the employer and jobseeker; however the employer may contact the Bonding Agency to extend the fidelity bond coverage for a small fee prior to the six months expiration date. In PY 2015, 22 bonds, valued at \$5,000 each, were issued for a total of \$110,000, which allowed 5 jobseekers with serious barriers to return to meaningful work, which was not possible without bond approval. (NOTE: 4 job seekers were bonded for \$25,000, 1 job seeker was bonded for \$10,000.)

## **VETERANS PROGRAM**

In Indiana, there are more than 150,000 veterans in the workforce. DWD has 60.5 funded veteran staff positions divided between Disabled Veteran Outreach Program Specialists (DVOPs) and Local Veterans Employment Representatives (LVERs) to serve veterans throughout the state. During PY 2015, DWD provided statewide services to more than 68,767 veterans through operations at full-service WorkOne Centers and the Regional Veterans Administration Office in Indianapolis.

## **SEAMLESS TRANSITION PROGRAM**

During PY2015, DWD continued its agreement with the USDOL to provide employment, unemployment, reemployment and training services to National Guard soldiers returning from deployment and demobilizing around the state. In partnership with the Indiana Department of Veterans Affairs (IDVA), Indiana National Guard Transition Assistance Advisors and DWD, the state continues to work with the Indiana National Guard Yellow Ribbon Seamless Transition Program throughout the state. Under this program, DVOPs provided the following services:

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

In addition, DVOPs provide continuous support services through the Indiana National Guard Yellow Ribbon Seamless Program. Additionally, DWD has partnered with the IDVA for community outreach events throughout the state. These events are designed for Hoosier veterans to connect with various and organizations. Additionally, DWD and the DOL Director of Veterans Employment and Training Services (DVET) has initiated Transition Assistance Program workshops to service Active Guard and Reserve soldiers and airman around the state, primarily at Camp Atterbury.

## **VOCATIONAL REHABILITATION AND EMPLOYMENT (VR&E) SERVICES (CHAPTER 31):**

Chapter 31 is a unique program designed specifically for disabled veterans and has two primary goals: first, the program assists service connected-disabled veterans to prepare for, obtain, and maintain suitable employment; and second, for those veterans who are severely disabled and for whom gainful employment is not an option, assistance may be provided to enable these veterans to live more independently in their community. During PY 2015, 53 veterans participated in this program. Under this program, DVOPs provide intensive services to include case management to veterans entering the employment phase of the rehabilitation process.

## **OPERATION HIRE A HOOSIER VETERAN**

The State of Indiana, Veteran Affairs, and many other OHHV committee members, hosted the annual Operation Hire a Hoosier Veteran (OHHV) Job Fair on Wednesday, April 20th, 2016. It was held at the Indiana State Fairgrounds Horticulture Building. Eighteen DWD Veteran Staff were in attendance, helped control veteran flow and met statewide businesses. Over 160 employers from around Indiana were in attendance, including Cummins, Rolls Royce and General Dynamics. In total, 520 participants registered for this event. Retired Army Colonel Roger Peterman of the Indiana National Guard and OHHV team opened the hiring event by speaking of returning veterans and National Guard members and the importance of relationships between employers and veterans. The OHHV team continues to meet on a monthly basis to plan for the next event in PY 2016.

## **GOLD CARD INITIATIVE**

The Gold Card provides unemployed post-9/11 era veterans with the intensive and follow-up services they need to succeed in today's job market. The Gold Card initiative is a joint effort of the Department of Labor's Employment and Training Administration (ETA) and the Veterans' Employment and Training Service (VETS). DWD provided over 4,300 Veterans Gold Card services in PY 2015.

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

Enhanced in-person services available for Gold Card holders at local WorkOne offices include:

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

## **DOL/VETS VETERAN PROGRAM LETTER'S 03-14, 03-14 Ch. 1, 03-14 Ch. 2, 04-14, and 08-14**

The majority of veterans should be served by Wagner-Peyser or WIOA staff rather than the JVSG Veteran staff. This allows Veteran Staff efforts to focus on veteran customers with Significant Barriers to Employment (SBE) in accordance with Veterans Program Letter 03-14 and 03-14, Change 1 and Change 2. The six original significant barriers to employment (SBE) and five other associated factors for DVOP services, as identified by the Department of Labor are:

1. A special disabled or disabled veteran, as those terms are defined in 38 U.S.C § 4211(1) and (3); Special disabled and disabled veterans are those: who are entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs; or, were discharged or released from active duty because of a service connected disability;
2. A Homeless person, as defined in Section 103(a) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11302(a) and (b), as amended);
3. A recently-separated service member, as defined in 38 U.S.C § 4211(6), who has been unemployed for 27 or more weeks in the previous 12 months, i.e. the term of unemployment over the previous 12 months remains 27 weeks; however, the requirement of 27 consecutive weeks is eliminated;
4. An offender, as defined by WIOA Section 3 (38) 1, who is currently incarcerated or who has been released from incarceration, i.e. the expanded definition of SBE includes any eligible veteran or eligible spouse who is currently or was formerly incarcerated by removing the within the last 12 months requirement;
5. Lacking a high school diploma or equivalent certificate; or
6. Low-income individual (as defined by WIOA Section 3 (36)) 2.;

7. A veteran between the ages of 18-24;
8. A Veteran Affairs Vocational Rehabilitation and Employment Chapter 31 Veteran;
9. A Transitioning service member in need of intensive services;
10. Wounded, ill, or injured Service Member receiving treatment at a military facilities, or Warrior Transition Unit (MTF/WTUS0); and
11. Spouses and family care-givers of such wounded, ill, or injured service members.

Additionally, LVERs are now focused to primarily conducting employer outreach, job searches/workshops. Also, LVERs plan and participate in hiring events, coordination with Federal Contractors, Unions, apprenticeship programs, and business organizations to promote and secure veteran employment and training programs.

## BUSINESS SERVICES

DWD has a long-standing, ongoing commitment to engage and meet the talent needs of Indiana employers. In PY 2015, WorkOne Business Services delivery personnel to better connect Hoosier talent to employers across the state have engaged in onsite business consultations, hosted a large number of employment fairs and have averaged 6,900 job postings per month on Indiana Career Connect.

WorkOne Business Services also worked to align education and training programs with employer needs and assisted DWD and other partners to advance workforce policy. WorkOne Business Services strive supports the demand-driven workforce system (DDWS), which encourages Indiana's 12 regions to teach the right skills, at the right time and in the right way to meet current and future workforce demand.

DWD engages several key partners from around the state to strategically align our business services effectively for our business partners. Some, but not all, are listed below:

- State Workforce Innovation Council
- Regional Workforce Investment Board Directors
- Regional Business Services Representatives
- Local and state elected officials
- Veterans representatives
- Key leaders in the Indiana business community, including representatives from manufacturing; healthcare; transportation, distribution and logistics, technology and other key demand-driven industries within the State of Indiana
- Indiana Economic Development Corporation
- Local and regional economic development professionals
- The Indiana Chamber of Commerce
- The Indiana Manufacturing Association
- Local and regional career and technical education partners



## ON-THE-JOB TRAINING (OJT)

OJT is a training program that enables new employees to earn wages while learning new occupational skills while reimbursing employers for costs associated with training. During PY15, 500 Indiana companies were enrolled in OJT. Participants by region are listed within the chart on the right:

Region	# of OJT's
Region 1	59
Region 2	104
Region 3	169
Region 4	30
Region 5	64
Region 6	7
Region 7	3
Region 8	5
Region 9	3
Region 10	5
Region 11	46
Region 12	5
<b>State Total</b>	<b>500</b>

Mainly WIA Adult, Dislocated Worker and Youth funds were used to finance OJT. Collectively, 375 OJT's were funded by WIA Adult, 38 by WIA Dislocated Workers, and 2 by WIA Youth. Other funding sources such as Rapid Response and Trade Act were also utilized. The types of occupations that participants were trained in varied greatly, including production workers, team assemblers, computer-controlled machine tool operators and shipping, receiving and traffic clerks.

## TRADE ADJUSTMENT ASSISTANCE (TAA)

In PY15, Indiana had 24 authorized TAA petitions. Approximately 3,955 workers were eligible for employment services, supportive services and training consideration. During PY15, 1,116 individuals participated in the TAA program with 344 participating in TAA approved training. Of those that accessed training, 313 completed training resulting in improved skills and a variety of credentials, including 63 associate degrees, 39 occupational skills certifications and 12 bachelor degrees.

TAA was renewed under the Trade Adjustment Assistance Renewal Act of 2015 (TAARA 2015) on June 29, 2015 through June 30, 2021. A primary change was the expansion of service to clients from service sectors, which exponentially expanded the potential pool of TAA clients that are eligible for assistance. TAA previously only served manufacturing sector clients who were dislocated or just under the threat of layoff.

Another significant change under TAARA 2015 was the reinstatement of the HCTC program through January 1, 2020. Title II of the TAA Reform Act created the initial HCTC federal income tax credit, which subsidizes private health insurance coverage for eligible individuals in the TAA program. TAARA 2015 provides for the same credit of 72.5 percent for HCTC that was in effect on December 31, 2013 when it had expired. Beginning in tax year 2016, eligible taxpayers can elect to file for HCTC with an end-of-the-year tax credit with their 2016 return or by enrolling in the advance credit option beginning in January 2017. Furthermore, TAARA 2015 provides retroactive HCTC credits for 2014 and 2015 tax years to eligible TAA and ATAA/RTAA recipients. All potentially eligible participants have been provided guidance regarding this benefit.

USDOL/TAA Common Measures PY15 - Indiana	
Entered Employment Rate	74.12%
Employment Retention Rate	92.12%
6-month Average Earnings	\$20,909.46

## WORKFORCE DEVELOPMENT GRANTS

### NATIONAL EMERGENCY GRANT

Beginning July 1, 2013, Indiana was awarded an approximate \$2 million National Emergency Grant (NEG) from the US Department of Labor (USDOL). The Indiana Dislocated Worker Training (DWT) NEG award was utilized to provide information on in-demand occupations, education and training to Hoosiers experiencing long-term unemployment, been profiled as likely to exhaust benefits and have barriers to employment.

Indiana's strategic focus included on-the-job training and occupational skills training that resulted in industry-recognized credentials. Both training strategies have proved to be effective tools in returning program participants to work more quickly and in matching their skills with employer needs.

Ten of the twelve Workforce Development Boards (WDBs) participated in the NEG. As of June 30, 2016, these WDBs have enrolled 270 participants into on-the-job training and expended \$839,405. The total project budget for this grant was \$2.3 million, and total expenditures (grantee and project operator combined) were \$2.1 million dollars. The grant concluded on 6/30/16.

### INDIANA'S DISABILITY EMPLOYMENT INITIATIVE GRANT

In October 2012, the state was awarded nearly \$2.4 million to implement Round 3 of the Disability Employment Initiative (DEI) grant. Social Dynamics, a contractor of the USDOL, was tasked with conducting a random selection to determine which of the nine (9) participating WDBs would receive funding to implement the grant. Regions 1, 2, 4, 7 and 9 were selected as pilot areas and received funding to hire a full-time staff person (referred to as a Disability Resource Coordinator or DRC) to oversee the grant at the local-level. Regions 5, 6, 11 and 12 (Marion County) were selected as the control/comparison areas and did not receive funding. Originally the grant was scheduled to end September 30, 2015, however the DWD requested and received approval for a no-cost six-month extension through March 31, 2016.

All nine (9) regions were required to participate in USDOL and Social Dynamics' data collection and evaluation activities, which were comprised of phone interviews, on-site visits and reporting specific IN-DEI, Workforce Investment Act (WIA) and Wagner-Peyser (W-P) data. Social Dynamics is in the process of completing phone interviews with Round 3 grantees and anticipates releasing findings for Rounds 1 through 3 grantees by December 2016.

#### Project Scope

The DEI pilot areas served adult Hoosiers who had physical, developmental, psychiatric or other nonvisible disabilities, in particular persons who had a Ticket to Work, a disabled veteran or eligible spouse, and persons with additional barriers to education, training, or employment success. DEI pilot areas targeted persons without a high school diploma or its equivalency, who were basic skills deficient, had a criminal record, homeless, and/or received Temporary Assistance for Needy Families (TANF) benefits.

Through the WorkOne offices located in the DEI pilot areas, participants had increased access to:

- Adult Basic Education and High School Equivalency (HSE) Assessment;
- Advanced training and credential opportunities;

- Asset development, including counseling related to benefits, work incentives, financial literacy, budgeting, and tax credits and filing;
- Job readiness training and certification;
- Integrated case management to coordinate services and support across service providers;
- Work experience, supported employment, and on-the-job training; and
- Assistive technology software and equipment.

### **Ticket to Work (TTW)**

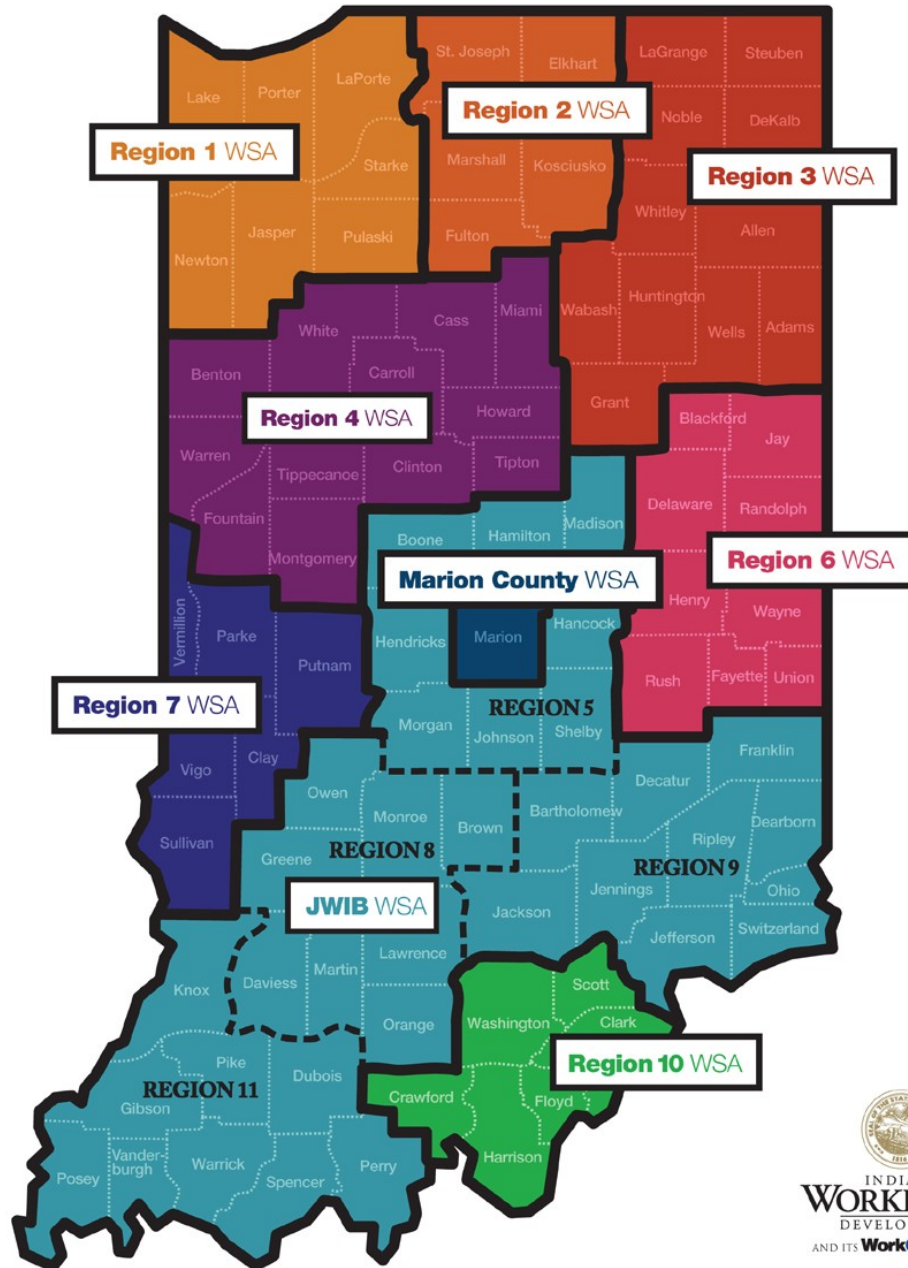
A component of the DEI grant revolved around the TTW program, which focused on decreasing the client's dependence on cash benefits by increasing their work efforts and achieving self-sufficiency. This program was offered at no cost to the client and 100% consumer choice. Individuals were required to be between the ages of eighteen and sixty-four, receiving Supplemental Security Income (SSI) or Social Security Disability Insurance (SSDI).

### **Outcomes of DEI Pilot Sites**

- Approximately 26,000 individuals with disabilities received assistance during the DEI grant.
- Community Mental Health Centers (CMHC) provided enhanced services to participants with moderate to severe mental illness – a sub-group of persons facing extreme levels of unemployment and poverty. Approximately 45 TTWs were assigned as a result of a CMHC/WDB partnership, which generated over \$48,000 in TTW funding.
- Partnerships and co-enrollment among systems were developed and enhanced to better identify customer flow models, sharing of funding, referrals and available resources to better meet the needs of persons with disabilities. Examples of strategic partners included CMHCs, Business Leadership Network, Vocational Rehabilitation, Goodwill and the Chamber of Commerce.
- More than 120 tickets were assigned through the TTW program.
- More than 4,000 persons with disabilities obtained employment during the DEI grant.
- Approximately 275 credentials and 925 HSEs were obtained.
- Disability awareness and etiquette training was provided to staff throughout DEI, which provided situational training to increase awareness of types of visible and non-visible disabilities.
- Twenty-one full-service WorkOne offices installed various assistive technology software and equipment to enhance accessibility and usability of the WorkOne system to better meet the needs of persons with disabilities. Hands-on training was provided to staff on the use of the items and a YouTube video and desktop manuals were developed to assist with refresher training.

# MAP OF INDIANA WORKFORCE SERVICE AREAS

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



## WORKFORCE AREA REGIONAL SUMMARIES

Each of Indiana's Workforce Service Areas (WSAs) submitted a snapshot of regional activity during PY 2015. See below for an update on all regions.

### WSA 1 – NORTHWEST INDIANA WORKFORCE SERVICE AREA

This year's efforts have focused on *providing our region's employers with the skilled workers* they need through the alignment of workforce, education, and economic development partnerships while helping workers achieve a self-sufficient wage. These goals require more flexibility and collaboration across multiple service partnership providers like READY NWI, Adult Education Centers, the Region 1 Works Council, and the Northwest Indiana Workforce Partnership

The following is a report on some services, programs, and outreach from this past year:

#### ECONOMIC DEVELOPMENT

The Northwest Indiana Workforce Board (NWIWB) have provided demand driven education and training, employment and re-employment assistance, and youth focused initiatives, all which provide a solid contribution to local economic development efforts. Helping employers access the skilled labor they need, the workforce board works to capture several mechanisms of support for regional economic development.

- This past year our WorkOne provided services for Hoist Liftruck and Pratt Industries, two new large scale national and international manufacturers in Region 1. Services included posting job orders, recruitment efforts, OJTs, and Workkeys® testing. We provided assistance on behalf of these employers to over 2,218 jobseekers.
- Drew 2,644 job seekers to WorkKeys testing for ArcelorMittal. Tested 1,770. Hired 63.
- Manufacturing Week/Day (October 2015) in the region was well received with participation exceeding our expectations. Our region touched approximately 8,300 individuals during Manufacturing Week; primarily K-12 education--through awareness efforts, specialized tours, and educational events featuring presenters from the manufacturing industry.
- The NWIWB launched the first of many sector employer consortiums to come. The regional Manufacturing Consortium is made up of over 20 manufacturers who meet on a bi-monthly basis. The Consortium was established to allow a platform for networking among local manufacturers that would encourage sharing of challenges, an opportunity for partnership, and create messaging that will convey the importance of creating a pipeline of skilled workers based on employer needs.

#### COMMUNITY OUTREACH EVENTS

- The Northwest Indiana Workforce Board was selected to co-host a regional Graduate to Success Summit on November 13<sup>th</sup> as part of the America's Promise Alliance's GradNation campaign. With over 200 attendees, Northwest Indiana community officials, business leaders, and educators came together to examine local data on education related to the workforce and determine challenges that remain for Northwest Indiana to prepare young people for success; and they also hear from Indiana Commissioner for Higher Education Teresa Lubbers. The day was filled with much discussion on problems and possible solutions the region is working on in efforts to reach the "Big Goal" – that by

2025, 60% of Northwest Indiana residents will have some post-secondary credential or degree.

- Co-sponsored a Manufacturing Summit with the Northwest Indiana Forum at the new headquarters of international manufacturer--Urschel Laboratories in Chesterton, Indiana. Urschel designs and manufactures precision industrial cutting machinery.
- Collaborated in partnership with Michigan City Economic Development to host a community job fair that drew over 200 attendees.

### SPECIALIZED TRAINING AND RE-EMPLOYMENT ASSISTANCE

- **Operation Job Ready Veterans**

Over the last year, we have worked with the Operation: Job Ready Veterans (OJRV) team to offer three weeklong “boot camps” for 44 veterans across the region, including Gary, Hammond and LaPorte. These week-long programs were comprised of a series of interactive and lecture based activities and presentations that aim to give the veterans a tremendous amount of confidence and understanding of their civilian skill sets. The programs also give staff an opportunity to better understand the veterans they are serving and ultimately get them into training and sustainable employment. Of the 44 veterans that attended OJRV in the past year, 3 went into some type of work-based learning (WEX or OJT) and 6 went into skills training. Of the 44 veterans, 13 are employed in various industries ranging from healthcare to manufacturing with an average of \$16 hourly wages.

- The NWIWB was the recipient of a \$387,421 grant for a regional initiative entitled, Rise in Retail. The funding came through the Chicago Cook Workforce Partnership and was made possible through the Walmart Foundation. This collaborative effort with Walmart, Chicago Cook Workforce Partnership, Lake County business leaders, government officials, and the nine other selected workforce boards across the country, will allow us to foster workforce training innovation in a sector that we have not traditionally focused on and in our new Retail Training Lab. Through employer engagement and the newly established Retail Employer Consortium, we hope to create clear career paths in retail for hundreds of workers, while providing skills training and new approaches to accelerate career advancement among current workers.

### YOUTH/JAG

- Served 600 out of school youth in PY15 compared to 384 in PY14.
- Served 369 in school JAG youth.
- Had 220 students participate in financial literacy training this year.
- Just over 90 Northwest Indiana high school students from Gary, East Chicago, Hammond, Knox, and Michigan City participated at the Regional Jobs for America's Graduates (JAG) Career Development Conference (CDC) on Friday, January 30, 2016 at Indiana University Northwest in Gary. The (CDC) is one way to prepare the at-risk youth them for the future by allowing them to compete in events showcasing their critical thinking skills, employability related skills, and communication skills. Awards were presented at the end of the program with 11 of the recipients and two of the schools moving on to the state competition in Indianapolis who moved on to the state competition in Indianapolis.
- Attained 5 of 5 JAG Performance Standards at East Chicago Central High School, Knox High School, Theodore Roosevelt High School, and Wirt/Emerson Visual & Performing Arts High School.
- NW Indiana Jag students captured over \$2.8 million in scholarship awards to help them move on to their next chapter of their lives—post secondary education. JAG students

receiving awards were from AK Smith Career & Tech Center, Calumet New Tech High School, East Chicago Central High School, Gary Roosevelt High School, Gary West Side Leadership High School, Hammond High School, Knox High School, and Wirt/Emerson Visual & Performing Arts High School.

- Showcased over 100 speakers and provided 19 field trips for Jobs for America's Graduate students throughout the region. Field trips were to colleges, employers, and other learning events.
- Developed a 31-page Work Ethics Instructor's Manual for region high schools.

#### MISCELLANEOUS

- Invested close to \$1.3 million in funds to upskill 726 jobseekers.
- Over 2,500 local students received adult education and WorkOne services.
- Achieved 1,896 National Career Readiness Credentials (NCRC)—a 9% increase from PY14.
- Served 1,068 employers this year who received 5,981 services. This was an increase of close to 17.5% employers served.
- Held more than 62 employer job fair and hiring events.
- Offered 2,556 workshops throughout region WorkOne centers with a total of 9,908 participants.

## **WSA 2 – NORTHERN INDIANA WORKFORCE SERVICE AREA**

#### PARTNERSHIPS

In PY 15, the Northern Indiana Workforce Board (NIWB) and staff continued to work closely to maintain the partnerships and trust built with all partner organizations as preparations were made for Workforce Innovation and Opportunity (WIOA) implementation. As the Partners came together and continued to work through areas of concern, FSSA had just informed nearly 10,000 individuals in the region of potential loss of benefits if they qualified under Able-Bodied-Without-Dependents. These individuals were required to enter the IMPACT program provided by ResCare. The daunting numbers brought the regional partners together to create collaborative solutions to space and time issues arising from the sheer volume. Joint Orientation sessions and workshops were developed to share the information of each agency and the services available, as well as workshops in all agencies being modified to meet the needs for the workforce development requirements of the program. This allowed all partners to see the flexibility and agility of a system truly integrating and working together.

From this method of integrated work, the Regional Business Services Team was developed to include all partner agencies. This allowed more employers to be contacted without multiple calls being made to the businesses. The Region also received a CELL grant to assist in building a Regional Manufacturing Planning Group. This grant was received by the St. Joe County Chamber and was intended to serve as a convener for the regional manufacturing employers. In theory, this was a fantastic opportunity to really pull the region together. However, in reality, the diversity of each county's manufacturers did not allow this to become a full reality. In the end, it has become the web repository of information on Career Tech Ed programs, Adult Ed programs, regional school corporations' dual credit programs, and resources necessary to meet barriers to employment, matching this information to the employers and their hiring needs. This group known as R2AMP, has continued to seek the highly coveted Skill Up grants from the Department of Workforce Development.

## TALENT ROADMAP

The Talent Roadmap continues to drive and encourage communities to constantly evaluate and address current workforce issues within each community. This vital document has led to the creation of individual community work groups seeking to find creative solutions to the key employment barriers in our region. These key barriers are public transportation, quality childcare, food and healthcare resources, assistance with car repair, and the availability of these resources to the individuals falling into the United Way category of ALICE (Asset Limited, Income Constrained, Employed) individuals. This need has led to the development of Church coalitions, community coalitions, a transportation company, and action oriented work groups.

## REGIONAL TRAINING PROGRAMS

While the region continues to encourage and inspire individuals to complete two-year degree programs or return to complete the college work they began, but abandoned years ago, the key trainings occurring in Region 2 have been aligned to the local labor market demands of our employers. A difficult, yet most needed change in the training offered has been the need for a very short turn-around time for these trainings. Employer demand has been such, that most training requiring more than 4-5 weeks is simply too long for them to wait for potential employees. Work orders come in to the employers and need to be filled within the next week, not next month. This has driven the region to seek Apprenticeship opportunities, quick PLC trainings developed on site for the employers, and classes being offered on location, which provide the employers an opportunity to observe the work ethics and job readiness of the individuals. The continued development and implementation of these types of trainings will continue to grow as the Career Pathways/Sector Strategies take root in the work being done in the region.

A particularly successful off-shoot of this model has been work funded by the South Bend and Mishawaka Mayors' Offices. Training has been developed for each of the top Region 2 Sectors – Manufacturing, Logistics, Healthcare, Hospitality, Construction, and IT. Individuals participating in the training attend a week-long work readiness boot camp with Coach Terry Stokes. A highly successful entrepreneur himself, Mr. Stokes leads the participants through challenging sessions on facing the challenges of entering or re-entering the workforce when life continues to hit them with challenges that cause them to want to quit. Through the addition of this component, the program has had higher completion rates, higher placement rates, and higher retention rates. Even after the participant has completed training and become employed, Mr. Stokes is available to them to reiterate things learned in the boot camp.

## SENIOR COMMUNITY SERVICES EMPLOYMENT PROGRAM (SCSEP)

The Region 2 Northern Indiana Workforce Board (NIWB) was awarded a Federal Contract for a SCSEP program to be run within an America's Job Center (WorkOne) with the participants having full access to the array of Employment Services provided by the Center and its partnering agencies. This program began with individuals who had been granted waivers to work search rather than being encouraged to seek employment. The program had a 26% placement rate when taken on by the NIWB. After working in close partnership with the WorkOne offices and partnering agencies such as Adult Basic Education, ESL, and Goodwill, the current placement rate is now at 72%. This rate is expected to climb even higher in this next program year. Many of the community services agencies have readjusted to the idea of being training partners rather than looking at these individuals as unpaid "staffing". This has created greater leverage in placing the 82 individual participants in host agencies that will ensure they are truly getting the work ready job skills necessary to enter or re-enter the workforce.



## RESEA

The Indiana Legislature developed legislation requiring all individuals filing for unemployment to enter the WorkOne offices for an orientation to the services offered free of charge to all Indiana residents. This program has increased the traffic in the offices and is bringing in a completely different level of clientele. The offices are assisting teachers, accountants, CEO's, and other white collar workers. This has increased the need for our HOPE Professional Networking group. Through this group professionals are assisted with resumes, interviewing skills, and coaching through their job search. Many of these individuals are placed into employment in jobs from \$45,000 per year up to and including \$265,000 per year.

On the flip side of this, many individuals coming into to participate in the RESEA program are also from the lower skilled workforce. This has allowed the Job placement Specialists within each office to begin implementing Employer Meet and Greets within each office on the day of the RESEA Orientations. This provides employers with a "first look" at individuals who are now ready and seeking employment. It has allowed the offices to provide training for those in need of extra skills to meet these employer's needs, set up OJT's, and assist individuals in simply returning to work the following week. This has been a terrific opportunity to serve the business community and the job seeker community in a more efficient and highly effective manner.

## YOUTH

The In-School Youth programs in Region 2 continue to build robust JAG programs in the schools. These highly coveted programs assist nearly 1000 students to ensure they remain in high school to achieve their high school diploma. The current rate of attainment is 92%. The goal has always been drop-out prevention in a region with nearly 45,000 individuals (16 – 89) who do not have either a high school diploma or high school equivalency. The JAG programs work hard to assist students in developing life skills and work skills that will help them transition from high school into employment, military or post-secondary with the problem-solving skills necessary for their success. IN PY'16, the NIWB plans to add two additional high schools bringing the total of In-school JAG programs to 17 in the five county region. These programs maintain a solid summer internship program helping students in their Career Pathway exploration. This resulted in a stronger partnership with the Pokagon Band of the Potawatomis providing additional funding for Work and Learns designed to feed the new casino being built in South Bend. The goal is for Youth to have the opportunity to learn the skills and gain employment in the hospitality industry.

The Out-of-School Youth program has been working diligently to determine ways to move to a more dropout recovery-focused program. With 50% of the funding being devoted primarily to locating these youth, new and more robust partnerships have been formed with the Juvenile Justice programs in each of the counties, HUD and homeless centers, the Youth Service Bureaus, Goodwill and their newly formed Excel Center in South Bend, the Adult Ed programs, and area schools that are willing to assist in locating students. Currently, the training being offered to the Out-of-School Youth include Bridges out of Poverty model classes, Financial Literacy, Career Pathway programs that have been aligned to the Local Labor Market data, and an additional three Youth-focused Business Services Reps to assist in Job Placement, Job Shadowing, Work Experiences (truly testing out the work readiness skills they are learning), and Internships. Another opportunity to be added in Program Year 2016 will be the use of Transition Employment to assist Youth as they move from low work readiness skills to higher job skills. In these situations, an example would be that of a participant beginning in a cashier role and moving into a teller job. The Youth-focused BSR's will locate employers willing to make this investment on Youth.

## WORKINDIANA and ADULT BASIC EDUCATION PROGRAMS

A real challenge for Region 2 in a time of much lower unemployment rate is the continuing issue of over 44,000 individuals who do not have their high school diploma or high school equivalency. Much effort has been put into solving this issue by WorkOne and NIWB staff, Ivy Tech, and the local Adult Basic Education programs. It is difficult to make this a top priority in job seekers when it is not a requirement for the employers. While these individuals are currently making sustainable wages, another downturn in the economy could find them in less desirable conditions. As a community and as partners, this has become a key focus. While the numbers do not reflect movement in solving this issue, the Horizon Education Alliance has been awarded a grant through Skill Up to implement online solutions to this issue, partnering the high school equivalency preparation with 180 Skills certifications as a tandem learning experience to increase the employer's motivation to allow their employees to gain their high school equivalency.

The WorkINDiana program continues to develop programs that incorporate basic literacy skills with short term certification programs to increase the skilled workforce available to employers. The current programs being offered have been aligned with the in-demand jobs within Region 2. Employers have been brought in to discuss the exact skills necessary to fill their job openings.

## REGIONAL CITIES GRANT

Region 2 was awarded a Regional Cities grant for St. Joseph, Elkhart, and Marshall Counties. This grant has aligned the communities to form a Regional Development Association that is guiding the work being done in the region toward beautification, workforce development, education opportunities, employment opportunities, and economic development activities to revitalize the region. The NIWB and WorkOne have played key roles in many of the planning activities and now in the implementation of many of these plans. The key focus has been to develop a skilled workforce and to create an employment and living environment designed to attract and retain talent.

## SIBLEY CENTER

Area residents and former owners of Sibley Products have donated their building and machinery to a project that is still in development, but should take hold in PY'16. The building is being devoted to STEM practice. For pre-schoolers, this will be an opportunity to explore STEM-focused activities while in childcare. As the children move into after school programs, the STEM activities will continue to evolve with them as they explore a wide-range of career opportunities in all areas of STEM, including manufacturing and design with older participants serving as peer mentors and teachers for their younger counterparts. Conceivably, a pre-schooler or elementary aged student could draw something and their older mentor could CAD create it for another older mentor to put it into a 3D printer to produce the exact replica of the drawing, demonstrating for all the process and development of products. This could then be moved into a production of a short run available for sale, creating an entrepreneurial exploration for all the participants involved. Voc Rehab has discussed the possibility of using the facility as a way of "certifying" individuals with disabilities for the workforce. The National Tool and Machining Association has received a grant that would develop 22 robotics teams over the next 2-5 years. The robots have to be manufactured. The Sibley Center will be the facility most able to handle this manufacturing and provide the "training environment" for the robotics teams. The Sibley Center will work jointly with the Mishawaka High School Manufacturing Institute to ensure students with the opportunity for "hands-on" experience with machinery. For those interested in trying their hands at entrepreneurship, the Sibley Center will be able to provide short-runs of products being developed by new manufacturers and designers working the local SCORE chapter to see their projects through to creation and into a store.

## WSA 3 – NORTHEAST INDIANA WORKFORCE SERVICE AREA

### SECTOR PARTNERSHIPS

In PY 2015, the regional Workforce Investment Board continued its strong commitment to supporting sector partnerships in the region. While the region is committed to working together collaboratively, the workforce board has learned that commitment to action often takes place at a sub-regional level (very often the county level). As such, the workforce board has worked with local economic development organizations to bring together manufacturers and educators in specific counties throughout the region to begin the all-important conversation about aligning educational programming with industry needs. This has led to the creation and ongoing support of five manufacturing associations/alliances in the region including the Adams Wells Manufacturers Alliance, the Noble County Manufacturers Educators Alliance, the Grant's Got Talent Initiative, the Industrial Guild and the Gateway Coalition (focused on the Fort Wayne area). The workforce board works in support of these industrial alliances to help them with the following:

- Work with K-12 systems to engage with students and promote career pathways and opportunities
- Work with K-12 systems to create teacher/counselor externships
- Support work-based learning programs for students
- Work with the Board to develop new adult training programs in key occupations (e.g. maintenance, machining)
- Work with postsecondary institutions to inform curricula specific to critical career pathways

While there is much work to be done with these industry-led associations, these organizations are tackling projects aimed at improving the talent pipeline in the region that supports advanced manufacturing.

Over the past year, two additional sector partnerships have been developed in support of new sectors of the regional economy. First, specialty insurers in northeast Indiana have joined workforce, educational and economic development leaders in the region to form a new sector partnership – the Northeast Indiana Specialty Insurers (NISI) group. Members in the NISI partnership are working together on a range of talent development issues, with the specific goal of developing a regional educational capacity to deliver industry-relevant training needed by its members. And second, in the construction sector a key sector partnership has been established with the 18-member Northeast Indiana Building & Construction Trades Council. This council has been a key player in developing a pilot pre-apprenticeship program and has committed to working with the regional workforce system to engage with education systems and other talent development efforts.

### ECONOMIC DEVELOPMENT & BUSINESS SERVICES

To ensure the economic health of the region, a continued focus has been placed on aligning workforce investments in support of economic development activities within the region. As evidence of this, over the past year the regional workforce system has provided financial and workforce service support to nearly 50 economic development projects, demonstrating the strong alignment that exists between economic and workforce development in the region. Overall, more than 1,000 employers were assisted this past year through hiring events, applicant referrals, candidate pre-screening and incumbent worker and on-the-job training activities. Of interest, the workforce system provided these employers with more than 200 customized hiring events/job fairs during the past year at which thousands of applicants were identified and pre-screened for these employers.

## INCUMBENT WORKER TRAINING

Over the past several years, the region has experienced an increasing sense of urgency around the need to address the “skills gap” within the advanced manufacturing sector (the largest employment sector by far in the region). To continue addressing this skills gap during this past year, the region continued its support of a new incumbent worker training program that has been branded Skill-Link. The basic premise of the Skill-Link program is to work with a small consortium of employers with similar skill needs (such as industrial maintenance) and then work with training partners to custom-build a curriculum to address the identified need. Employers in the consortium then identify lower-wage or entry-level workers whom they believe have the potential to complete the curriculum and move into higher-skilled and higher-paid positions.

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

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

Over the past year, eight (8) Skill-Link classes were offered in which 90+ workers were trained in the development of critical industrial maintenance and CNC machining skill sets. Also of note, this past year, multiple manufacturing-based sector partnerships have agreed to begin financially supporting these Skill-Link worker training programs by covering 20% or more of program costs.

## INNOVATIVE PROGRAMMING

In the past year, the workforce board partnered with the Northeast Indiana Building & Construction Trades Council, the City of Fort Wayne and the Fort Wayne Urban League to pilot a pre-apprenticeship program in support of skilled trades organizations in the region. In total, three pilot classes serving 52 individuals were held. Importantly, this program features a strong equity lens as the program targets women, minorities and younger individuals.

Another innovative program effort from the past year is the Manufacturing Entry Training Academy (META), which has been designed to prepare workers with little to no manufacturing experience to move into an entry level position with an area manufacturing employer. The curriculum was designed with significant input from a manufacturing-based sector partnership

and covers the following topics: (1) safety, (2) quality, (3) manufacturing processes and (4) employability skills. Classes are held at multiple employer locations across the county and several plant tours are embedded within the curriculum. The first META class was piloted this past year with workforce board funding and future program expansions and classes are being planned.

### ADULT EDUCATION PARTNERSHIPS

In PY 2015, the Workforce Investment Board continued its focus on adult education services as a critical component of the regional workforce system. By serving as fiscal agent for all adult education resources in the region, the WIB and the regional adult education consortium were able to provide over 2,500 adult education students with access to both adult education and WorkOne services. All participating students also had the opportunity to receive job placement assistance, career counseling support and career assessment activities and had full access to resume writing, interview preparation, technology classes and many other WorkOne delivery services. Of note, during the past program year, 88 adult education students accessed WorkINDiana skills training programs such as Certified Nursing Assistant (CNA), Welding, Machining and others. Of these students, 88% successfully completed all training activities and 72% earned an industry-recognized credential.

### REGIONAL COLLABORATION

In the process of supporting sector partnerships, the region has seen a strong alignment emerge with other initiatives in the region (which are also now focused on manufacturing and skilled trades career pathways). While there are many examples of this, several examples from the past year include:

- The region recently received three OCRA Workforce Development grants. Sector partnerships were a driving force behind these grants, which all focus grant resources on activities identified by these partnerships as critical (adult worker training being the key use of OCRA dollars).
- CTE districts in the region have received multiple grants in the past year focused on building the capacity of manufacturing and skilled trades CTE programming. In the past year, CTE districts have concentrated program development efforts on three new manufacturing CTE programs, including two new welding programs and a new CNC machining program (which is being delivered by Ivy Tech to CTE students). Overall, alignment between CTE districts and the skill needs of sector partnerships has become significant.
- In three counties, manufacturing-based sector partnerships and local economic development organizations have approached counties and cities to secure a commitment of funding to support worker training activities. To date, three counties have committed county economic development income tax (CEDIT) resources, which are now being set aside to support worker training activities.
- Across multiple collaborations this past year, the region worked to develop and execute a regional marketing campaign to promote careers in manufacturing to middle and high school students. Identified as the "MADEBYME" campaign, this regional marketing effort made aggressive use of social media but also included a microsite, window clings, posters and brochures to cover the more traditional methods of marketing. The campaign was judged to be a success with nearly 5 million social media impressions, a strong click-through rate to further MADEBYME content, and widespread distribution of window clings, posters and brochures. At least one sector partnership is now helping to fund specific elements of the MADEBYME campaign as it continues to gain momentum in northeast Indiana.

## YOUTH SERVICES

Addressing the needs of the current and future workforce continued to be a primary focus in PY15. The WIB continued to support two specific programs designed to ensure that young adults achieve either a high school diploma or a high school equivalency diploma.

- The *Be SomeOne Now* program is delivered through a youth focused organization, serving young adults between the ages of 16-24 who have disengaged from traditional schooling or are not engaged in form of post-secondary training due to demonstrated barriers. In this program, *Be SomeOne Now* Young Adult Advocates work with eligible youth to establish and work through short and long term educational and employment goals. Additionally, eligible youth participate in small group sessions covering topics such as getting and keeping a job, resume writing, interview skills, post-secondary fit/FAFSA, financial literacy/budgeting, leadership development and entrepreneurship. Young adults may receive incentives for achieving outcomes, session attendance, meeting goals and attendance in WorkOne workshops. Along with these incentives, young adults are also eligible to receive tuition assistance, paid HSE test fees, intensive case management support and twelve months of follow-up upon program completion. In total, 210 out-of-school youth participated in this education-focused youth program.
- The Jobs for America's Graduates (JAG) program was operated on site at fourteen (14) regional high schools, including a CTE location, and provided 661 in-school youth with the support and assistance they needed to stay in school, graduate on time and transition to post-secondary enrollment or directly into the workforce. Overall, the regional JAG program saw a 92% graduation rate from students initially assessed to be at-risk of failing to complete high school graduation requirements. Additionally, the region led the state with seven (7) placements at the 2016 JAG Indiana State Career Development Conference competition, amongst regional competitors.

## **WSA 4 – WEST CENTRAL INDIANA WORKFORCE SERVICE AREA**

### ADVANCING MANUFACTURING

The lack of skilled talent continued to be a challenge for manufacturing companies during PY 15. Rapid expansion within the transportation equipment industry created a huge demand for entry-level production workers committed to manufacturing skills training. In response, the Region 4 Workforce Board and the Region 4 Advanced Manufacturing Sector Partnership fully implemented the *Rapid Reemployment in Advanced Manufacturing Positions (RAMP)* initiative during PY 15. RAMP, co-funded by WIOA and H-1B Ready-to-Work Partnership grants, was designed by key employer partners to prepare hard-to-employ workers for advanced manufacturing positions requiring Standardized Work skills certification. Education and training partners, Purdue Polytechnic Institute and Ivy Tech, provided the technical training. Employer partners provided training space and equipment, 'work and learn' internship opportunities and, ultimately, employment. Unique to *RAMP* are its full range of education and training experiences: extensive pre-training orientation, assessment, and cohort-building; classroom training; hands-on work simulations; work hardening/physical conditioning; paid internships; and placement facilitation.

During PY 15, *RAMP* served 272 individuals. 237 were enrolled in education/training activities; 203 completed education/training; 203 received degrees or credentials; 136 were interns; and 152 have entered unsubsidized employment to date. Two distinct manufacturing career pathways are open for *RAMP* graduates to pursue that their employers will financially support. Those interested in frontline supervision and management may enroll in an Organizational Leadership and Supervision or similar program leading to an Associate or Bachelor degree.

And those interested in technology may pursue certifications or degrees in Industrial Maintenance Technology or Engineering Technology. Beginning during Q4 of PY 15 another training initiative designed by the Region 4 Advanced Manufacturing Partnership, *Skill UP*, was implemented to complement *RAMP* by expanding the eligible pool of trainees to include youth nearing high school graduation, JAG students, Adult Education students, and others willing to enter a manufacturing career pathway. In addition to the 800 individuals to be served by *RAMP*, another 570 will be served through the 'work and learn' career pathway model adopted by *Skill UP*. In each initiative the Partnership is focused on creating career pathways which blend occupational classroom training, hands-on simulations, and work-based learning experiences that lead to high-skill, high-pay employment in advanced manufacturing positions.

## YOUTH SERVICES

**Special Events.** During PY 15 the Region 4 Workforce Board continued its efforts to bring to the awareness of members of the emerging workforce the extraordinary career opportunities available to them in the region's manufacturing sector.

One means of awareness-building is the Youth Summit facilitated by the Board's Youth Committee. The Summit is an annual event that alternates between Greater Kokomo and Greater Lafayette. This year it was held at Lafayette Jefferson High School. The Summit contained components of an internship fair, employability skills workshops, and panel discussions with employers. It provided a one-day, interactive, high-impact conference for youth to learn about skills valued by employers and the opportunity to network with them. The Summit promoted the career opportunities in the advanced manufacturing sector.

Prior to the Summit, youth attended workshops facilitated by WorkOne staff where they prepared their resumes, learned how to dress for interviews, and discussed the importance of making a good first impression. 150 juniors and seniors from schools around the region attended. 17 employers actively participated and funded the Summit. Representatives of the Building Trades were on hand to demonstrate the type of work and skills needed in the construction industry.

The Mayor of Lafayette, a strong proponent of manufacturing sector career development and Region 4's Chief Elected Official for Workforce Development, reminded the students that the future prosperity to the region depends on their preparation for the career opportunities available to them.

The employer panelists focused on the importance of 'soft skills'. The Summit concluded with workshops dealing with teamwork; work ethics, professionalism and social media; and getting a job. Students met with local employers to interview for available positions.

**Internships.** The Region 4 Board sponsored 100 young adults in paid internships during PY 15: 55 in partnership with Conexus Indiana and 45 directly with employer partners.

**Jobs for America's Graduates.** Region 4's JAG program, a high school drop-out prevention strategy, served 277 active students and 133 graduates in follow-up status at eight schools around the region in PY 15. JAG helps at-risk youth stay in school to achieve academic, career, and life success. Region 4 met all JAG program performance standards, including a 98% graduation rate.

## WSA 5 – CENTRAL INDIANA WORKFORCE SERVICE AREA

### PARTNERSHIPS

Effective partnership with business is a fundamental vision of the Region 5 Workforce Development Board, Inc. (WDB). Several strategic goals supporting this vision have been adopted. Achievement of these goals will better connect the workforce services to business as well as raise the awareness of the WorkOne system and how it can benefit employers and job seekers. Goal one is increased employer utilization of the seven WorkOne facilities in region. During the program year, over 340 employers utilized the WorkOne offices one or more times for services such as hiring fairs, testing, staff training, interviewing, and labor market information. This is an increase of 17.5% from the prior year. Over one hundred twelve (112) staffing agencies used WorkOne facilities for multiple events, including recruitment, interviewing and assessment, an increase of almost 22%. Throughout the year, 142 employers used the WorkOne as an initial point of contact for submitting employment applications, up 40.6% from the prior year. Over 550 new employers were signed up to use the statewide job matching system (ICC). The number of employers participating directly with WorkOne increased in large part due to the marketing and outreach efforts of four Business Consultants who are charged with informing and engaging employers on a daily basis. Another result of the Business Consultants' work was the strong linkages with local economic development entities which facilitated early WorkOne engagement with new business expansions in the region including Smithfield Foods and TSUDA. These initial business relationships may lead to future employer driven training delivery and more placement opportunities for WorkOne clients.

In response to demand for distribution center workers, particularly those skilled in the operation of powered lift equipment, the WDB secured funding from the DWD to train 50 people for the GLA+ certification. This TDL sector partnership includes Ozburn-Hessey Logistics (OHL), Full Beauty Brands, MD Logistics, Frito Lay, Coca-Cola, Napa Belkamp, and the Home Depot as Business partners and Vincennes University, VU-LTEC in Plainfield as the training provider for the Global Logistics Associate certification. The GLA is a nationally recognized certificate program sponsored by APICS (Association for Operations Management), a premier professional association for supply chain and operations management. The GLA is a hybrid training program, beginning with on-line pre-course and then live coursework consisting of 80 hours of content blended with hands-on experience in Vincennes University Logistics Training and Education Centers fully-functioning 30,000 square foot warehouse. Following training, a four week paid work experience is provided during which time employer partners may observe the work skills and behaviors of the students as well as interview students for employment consideration. Students earn GLA, OSHA 10, and PITO certifications.

### WORK BASED LEARNING

Work Based Learning was promoted as an effective method to provide necessary skills for employment. Of all adults, including dislocated workers, enrolled in training, 13% participated in work based learning through On-the-Job Training. One hundred sixteen (116), about 13% of all youth enrollments, participated in work experience opportunities which provided them with paid short employment to learn hands on about what job performance employers expect. There were 75 employers who agreed to offer work experience worksites. Private sector employers participated in the Work Experience program such Ryobi Die Casting, one of the largest advanced manufacturing employers in Shelby County, provided work experience opportunities in entry level positions.



## YOUTH

The Jobs for America's graduates (JAG) program operated eleven programs at nine high schools serving 435 students. The regional graduation rate was 97 %. Once again, the Region 5 JAG program exceeded the "5 of 5" standards for Program Year 15, and was recognized at the JAG National Training Seminar held in Orlando in July. Nine JAG staff from this region attended the seminar, and one Specialist, Elizabeth Moffett from Whiteland High School, was recognized as an outstanding specialist. The WDB has approved adding an additional program at Avon High School in the next program year.

With the focus for WIOA programs shifting to Out-of-School Youth recruitment efforts resulted in higher numbers of this youth segment being enrolled. Well over half of all WIOA Youth enrollments were Out-of-School. The Ryobi Die Casting advanced manufacturing work experience site had 14 Out-of-School youth participants and three were hired directly after proving themselves in the WEX opportunity.

## VETERAN SERVICES

Services to veterans were provided, via a closely coordinated approach within the region, and also as a part of a regional partnership with veteran providers in Indianapolis. A discretionary grant available to the region in the program year provided funding for a 30 hour intensive workshop for veterans, and topics covered included assessments, resumes, job search strategies, networking and LinkedIn, with the objective of transitioning former military personnel to civilian employment. In April, a special exhibit "Remembering Our Fallen" was brought to the Mounds Mall in Anderson, arranged by working with staff of Crossroads Rehabilitation Services. A special ceremony was widely publicized and held on April 12, 2016, and the display was on hand for several days for the general public to visit. Pictures and stories of Indiana military men and women were on display. The display was created after September 11, 2001, to honor those who made the ultimate sacrifice in the War on Terror. Veteran staff and other WorkOne staff assisted with the large scale hiring fair for Veterans held in Indianapolis in April, "Operation Hire a Hoosier Veteran Job Fair", in a homeless veteran stand down event held in September in Indianapolis, and worked closely with prison and jail projects for veterans about to be released throughout the program year. Veteran staff were transitioned into business services teams to ensure a more coordinated approach in working with employers.

## **WSA 6 – EASTERN INDIANA WORKFORCE SERVICE AREA**

Alliance for Strategic Growth, Inc. has implemented the following Foundational Workforce Development Initiatives Pyramid:

**LEVEL 1:** The ACT Work Ready Communities - National Career Readiness Certificate (NCRC).

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

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

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

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

## REGIONAL INITIATIVES

**ACT Work Ready Communities:** The Alliance for Strategic Growth, Inc. is focused on enhancing regional employability skills by leading a public/private sector partnership to attain ACT Work Ready Communities Certification in all nine EGR6 counties. 220 EGR6 Employers are engaged in this endeavor.

Three counties (Delaware, Randolph and Rush) in EGR6 have achieved ACT Work Ready Communities Certification. Three additional EGR6 counties (Henry, Fayette, and Wayne) are currently pursuing ACT Work Ready Communities Certification, and are at 97%, 99%, and 99%

complete in achieving a certified status, respectively. The remaining EGR6 counties (Blackford, Jay and Union) have considered pursuit of ACT Work Ready Communities Certification. The ACT Certified Work Ready Communities initiative provides regions and communities with the data, tools and processes that create a regionally aligned ecosystem of education, economic development (local and state) and workforce development. To that purpose, the goal is for regional implementation of a common tool – the ACT National Career Readiness Certificate (NCRC) – to certify the foundational work skills of the emerging, transitioning and current workforce of Eastern Indiana. The NCRC mitigates some of the hiring risk incurred by Eastern Indiana businesses, which adds immense value and expeditiousness to employment transition processes.

Additionally, policy makers are able to use data from these key demographic groups as an analytic road map to address existing and potential skills gaps. In short, the ACT Certified Work Ready Communities initiative produces data sets that align the Eastern Indiana workforce in a uniformed manner that produces consistent, reliable analytics for the purposes of economic development capacity and workforce development planning.

**Golden Ticket:** Alliance for Strategic Growth, Inc. continues to strive to meet employer demand for employees that are a cultural fit in the workplace. Adaptive skill or non-technical skills are often characteristics an employer evaluates when interviewing prospective employees. The “Golden Ticket” is a partnership program that is ensuring the local workforce talent has the key workplace competencies employers’ demand.

The program focuses on effective communication, professionalism, teamwork, collaboration, critical thinking, and problem solving. In 2015, the program served approximately 200 participants. 80% of the participants received their “Golden Ticket” certificate. Participants have been excited and have provided great feedback on the program:

*“Coming into the Golden Ticket Program I really didn’t know what to expect, but coming to this program gave me so much confidence of wanting to better myself. I realized in some areas where I needed some improvements, and in the program they provided me with great information on how to be more reliable and an efficient team player; while doing so with a positive attitude...I am going to take all of the tools that I have learned from this program and excel. Thank you for giving me this great outlook of believing in myself.” -Colondra Benson, Jay County WorkOne customer*

*“Thinking back throughout the program, I realized that I didn’t know the information that was given to me. I also realized the information would be useful and effective in the workplace...I couldn’t ask for a better way to learn about soft skills that I need to start working.” -Damean Moore, Delaware County WorkOne customer*

*“The Golden Ticket has helped me reach down within myself to find and improve my best attributes for employment. It has taught me how to be a problem solver, think critically, and how to best handle negative situations. Looking forward to using this knowledge in all aspects of my life and employment...” -Kathy Dungan, Fayette County WorkOne customer*

## REGIONAL SECTOR SPECIFIC INITIATIVES

**Manufacturing Matters:** The Alliance for Strategic Growth, Inc. partners with Advanced Manufacturers and nine Local Governmental Units in EGR6 to develop entry level training programs that match the existing needs of regional employers. Manufacturing Matters are sector-specific designs that require 128 to 150 hours (depending on the sector) of training with experiential, simulated training modules required for completion.

A Manufacturing Skills Standards Council (MSSC) Certified Production Technician (CPT) Credential is awarded upon completion of this course.

The CPT Credential represents knowledge in four key areas common to all manufacturing: Safety, Quality, Manufacturing Processes and Maintenance Awareness, and includes critical thinking, problem solving and teamwork components that are delivered through workshops. Manufacturing Plant Tours are also included in the course. Interviews with Employer(s) are guaranteed to those who complete these programs. The CPT Certification translates into six academic credits at Ivy Tech Community College.

## YOUTH SERVICES

**Jobs for America's Graduates (JAG):** The Alliance for Strategic Growth, Inc. provides JAG programming for six school districts in EGR 6. JAG focuses on empowering high school students (at-risk juniors and seniors) to graduate from high school. JAG helps students find entry level jobs leading to a career and/or postsecondary education. JAG provides students with the opportunity to earn credit towards graduation, while offering opportunities to enhance their employability through business contacts, unpaid & paid internships, guest speakers, mentors, and community service opportunities.

**Muncie Area Career Center:** Alliance for Strategic Growth, Inc. and Muncie Area Career Center have developed a strong relationship to serve the adult learning program The Muncie WorkOne and Muncie Area Career Center, two largest sites, have developed unique programming to ensure participants are dedicated to education and employment goals. It is a program that assists adult education students with achieving both education and workplace goals at the same time. The primary reason most adults enroll in the Adult Education program is to earn their diploma or to improve their academic skills so that they are ready to enter or re-enter the workforce. The Fast Goals Project provides the opportunity for adult learners to attend classes in the Adult Education program, develop workforce skills, and be placed in part-time/full-time employment.

The program starts with a rigorous enrollment process that includes the development of the Adult Learning Plan (ALP). The Adult Learning Plan includes a Commitment to Learn statement, goals, time commitment and barriers they must address. Each participant must participate in the Golden Ticket Program. Each participant is placed into a work and learn experience to gain valuable experience and possible long term placement. During the 2015-2016 program year, the MCS AE program had 80% of the learners achieve an educational gain. The program also provided 60% of the participants a successful work and learn experience while continuing to complete their high school diploma or equivalency. Additional adult education and work experience partnerships are being developed for 2016 and beyond.

## WSA 7 – WESTERN INDIANA WORKFORCE SERVICE AREA

The Western Indiana Workforce Development Board, Inc. is committed to continually improving the demand-driven workforce system of Western Indiana. Members of the board serve as leaders, convening various businesses sectors, and championing the discussions to identify skill needs, and then work with local educational institutions to address these skill needs; either through existing curriculum or customized training.

### REGIONAL SECTOR INITIATIVES

One result of these sector-focused skill discussions was the development of a Computer Numerically Controlled (CNC) Machining program by Ivy Tech Community College. Aligned with the needs of area businesses, students complete the 225 hour program which provides students with machining skills that employers are looking for. Employers are encouraged to visit the class and speak with students while they are learning. Employers also provide tours of their facilities as part of the learning experience. Upon completion, students earn four NIMS certifications; making them valuable to area employers.

The tenth class of this sector-based training has now been completed, with one hundred percent job placement or educational continuation of completers. Ivy Tech Community College in Region 7 was recently recognized as a finalist for the annual Exemplary Program Award for Non-credit Workforce Development Programs, presented by the National Council for Workforce Education.

The Western Indiana Workforce Development Board, Inc. also works closely with businesses and organized labor as the Business Services Team provides WorkKeys testing ( through the State of Indiana) to prospective employees or apprentices. All testers are encouraged to use the WIN remediation system prior to assessment, and those who do not receive high enough scores the first time are encouraged to continue WIN remediation and other services available through the WorkOne, such as Adult Basic Education.

The Board also works with high school counselors, making them aware of demand occupations, wage rates, employer expectations, and WorkKeys scores necessary to enter a number of jobs in the area or apprenticeship programs such as Plumber and Pipefitters, Bricklayers, Operating Engineers, Carpenters, and Sheet Metals workers.

Plans are underway to develop adult career pathways in conjunction with the businesses of the regional sector partnerships. These pathways will be marketed to adults in a number of effective ways, not the least of which is the Region 7 NEAT Trailer. The New and Emerging Automation Technology (NEAT) Experience is an awesome learning tool that has been implemented within Region 7 of Indiana, spurred on by legislation passed by Governor Pence. The NEAT Experience travels around our region spreading valuable information to students and adults. The intent of the NEAT Experience is to make students and their families more informed about what career pathways exist and how they can go about increasing their own education and skills by choosing to participate in these programs. The NEAT Experience accomplishes these goals with its valuable contents. Inside the trailer are over 11 learning activities that relate to high wage/high skill/high demand career pathways in our region. For example, one of the learning activities within the NEAT Experience is the YASKAWA Motoman Industrial Robot. This robot and activity directly relates to the type of industrial robot used in industry today. This gives students and adults the opportunity to be exposed to this type of robotics earlier than what may have occurred naturally. In some cases, students and adults may not have been exposed to this type of robotic automation

at all. Along with the learning activities within the trailer, there are also other resources pertinent to informing students and adults about what our region has to offer. Along the wall of the NEAT Experience are several informational displays for the students, parents, and young adults to checkout as they pass through the NEAT Experience. The displays contain information such as what career pathways are offered within their school corporation, adult training opportunities, what skills and responsibilities are required of certain professions within the technical realm, and also which professions within our region are currently growing with an influx of job opportunities. All of these materials help our region explore its own workforce and match up that workforce with the jobs that industry needs to be filled.

Beyond business partnerships, Region 7 has a very strong partnership among One-Stop partners and additional community organizations that provide valuable resources. In order to ensure continued strong communication and collaboration among all partners, the Western Indiana Workforce Development Board holds a “Regional Partner Conference” annually. Between sixty and seventy directors, supervisors and frontline staff attend this all day event. At the conference, a representative from each agency presents an overview of the work they do and describes any changes that have occurred since the last conference. There is a special speaker at the event. Topics have included financial management (applicable to customers), how to stay motivated in your job, and this year –Mental Health First Aid. Another valuable piece of the day is the opportunity for staff who may communicate by email or phone on a regular basis, to meet face to face. We have learned that this personal interaction helps to build stronger bonds throughout our delivery system.

**YOUTH SERVICES**

JAG Program Receives 5 of 5 Award – The Region 7 JAG (Jobs for America’s Graduates) programs were again awarded the 5 of 5 Award. (See chart below.) Region 7 has earned this distinction every year since the state has been eligible for this consideration. Jobs for America’s Graduates (JAG) is a state-based national non-profit organization dedicated to preventing dropouts among young people who are most at-risk. The 5 of 5 Award recognizes JAG programs that meet or exceed the standards in Five Categories that measure student success:

<b>Category</b>	<b>Standard</b>	<b>Region 7</b>
Graduates	90%	<b>97%</b>
Total Civilian Job Placements and Military Service	60%	<b>77%</b>
Total Positive Outcomes	80%	<b>85%</b>
Total in Full Time Placement (Includes Full Time Work, Full Time School, Full Time Military or combination of Part Time School and Part Time Work)	80%	<b>82%</b>
Total In Full Time Jobs	60%	<b>66%</b>

Youth Career Camps - This summer, WorkOne once again partnered with local education providers to sponsor several summer camps for the youth in our region. The camps provided attendees with hands on experience in a variety of career fields. This year five camps were offered including: Entrepreneurship Education, Yaskawa Motoman Robotics FS100 Basic Programing, Healthcare, CNC Milling and Chopped Food Service. A total of 64 in school and out of school youth attended the camps, with 56 credentials earned. WorkOne also provided youth with work experiences at sites throu021456ghout the region.

## WSA 8 – SOUTH CENTRAL INDIANA WORKFORCE SERVICE AREA

### ADULT EDUCATION

**WorkINDiana** – Region 8 continues to focus upon the end result of placement for WorkINDiana participants. The region has exceeded its initial goal of 5% of Adult Education participants entering WorkINDiana programs. By working closely with training providers (Ivy Tech, Monroe County Schools, Vincennes University, and others), businesses, and community partners to create additional courses and provide more training opportunities within WorkINDiana a continuing successful integrated program is available throughout the region. Utilizing the Business Services Teams in the WorkOne Centers throughout the region, businesses with specific training needs such as CNC Machine Operation, Certified Medical Assistants, Heating, Ventilation and Air Conditioning repair and maintenance, and ASE Brake Certification were identified. Additional programs for CCMA were added and increases in participation were a primary focus of the region. Training providers were encouraged to create new training programs that met the needs of businesses and at the same time, met the needs of the WorkINDiana program. The region continues to expand their approach encompassing WorkINDiana funding, private pay, WIOA funding, and other funding sources allowing training providers to establish courses requiring small enrollment cohorts. Also, by partnering with other organizations with available grants (such as OCRA) the region is able to access other training programs. These efforts resulted in individuals participating in Adult Education programs being more interested in WorkINDiana when they knew there were potential jobs for them when they finished the training.

### REGIONAL INITIATIVES

**Work Based Learning (WBL)**-After starting slowly during PY2014, Region 8 had a strong focus on WBL during PY 2015. Utilizing Business Service staff, Work Based Learning was promoted in all business contacts, Job Fairs and Hiring Events, employer seminars, community meetings and with Local Economic Development Organizations and Chambers of Commerce. Region 8 submitted proposals to use WIA Incentive funds for WBL activities for Work Indiana participants and JAG Youth. As a recipient of Incentive funds, Region 8 identified Occupations in Demand and provided Career Specific Work Experience programs that reflected our labor market demands. Specific Training for JAG Youth and WorkINDiana were in CCMA, Dental Assistants, HVAC, Welding, and MOS. Adults and DW also received WBL as appropriate. In PY 2015, 122 WBL participants were enrolled which was over a 100% increase from the previous year.

Region 8 also worked closely with Region 8 Works Council and applied for a grant to better coordinate WBL for CTE students at our Career Centers within the region. This program also started slowly during PY 2015 and is expected to grow.

**Cook Pathways**- In partnership with Monroe County Community School Corp. AE program, Ivy Tech, and Cook Medical, South Central Region 8 worked to develop an AE class for Cook Medical next door at Ivy Tech. Cook Medical agreed to hire workers without a HSD/HSE and provide part time entry level employment conditional upon participation in the AE class at the manufacturing plant. After completion of an HSE and WorkKeys assessments, student learners would be placed in the full time positions and could be considered for post-secondary training that would lead to continuing full time employment. In addition, existing workers could enter Ivy Tech to work on Certifications and Associate Degrees as part of the Cook Pathways program

## WSA 9– SOUTHEAST INDIANA WORKFORCE SERVICE AREA

### PARTNERSHIPS

The Southeast Indiana Workforce Board has developed a robust network of partners in and outside of its designated region. Most notably, the Board has formed a formal partnership with the EcO Network, the Columbus Education Coalition, the Region 9 Works Council and the Area Health Education Center (AHEC). The Leadership of these entities has formed a regional steering committee that meets regularly to align these regional efforts, and on a biannual basis host “large group” meetings for all groups combined. The Board views this collaboration as truly unprecedented and all of the Boards activities are viewed within this context. Furthermore, the EcO Network has a Regional Talent Summit planned with key stakeholders on November 10<sup>th</sup>, 2016 to share this work and explore future opportunities.

Additionally, the Southeast Indiana Workforce Board participates in a long-running formal partnership with the WDBs in Cincinnati area and Northern Kentucky. This tri-state initiative, called Employers First is designed to coordinate regional responses to employer needs regardless of geographic or programmatic boundaries. It is understood that the employer community is not interested in the imaginary boundaries that exist between workforce regions or even across state lines, and this group aims to coordinate services accordingly. This group has completed a Strategic Plan for PY16-17, which is available on the Region 9 website ([www.region9.org](http://www.region9.org)).

### WORKONE SERVICES

The Board selected a new Operator midway through PY13 and placed emphasis on reducing overhead expenses and increasing the percentage of funds available for Direct Client Training. This continued in PY14 & 15, most notably by tripling the percentage of funding going directly to training as compared to the old model—and this despite a 29% reduction in WIOA funding. WorkINdiana is a notable contributor to this increase in Direct Client Spending—with over \$1m in *extra* allocations over the past 3 years. Throughout the past 2 years, Region 9 has been #1 in the state for the percentage of ABE clients that utilize WorkINdiana.

With PY15 & 16 allocations substantially lower than previous years, the Board is presently reviewing its current infrastructure and operational models to establish an innovative and sustainable solution. WIOA presents both challenges and opportunities in this regard, and the board is committed to fulfilling its new mandate within the available means, and to leverage its robust partner network to attract additional investments into the region.

### YOUTH SERVICES

In the past 2 years, the Southeast Indiana Workforce Board has proudly expanded its Jobs for America’s Graduates (JAG) program from 4 to 6 schools. This includes 2 schools that are co-funded by the school systems (a first for the State) and the first bilingual JAG program. In total, JAG expect to serve ~240 students this year. Great energy has been applied to shift focus towards out-of-school youth per WIOA’s mandate. Thankfully, the partnerships are already in place to achieve this and the process is already underway.

Furthermore, under the Board’s guidance, we have launched 4 additional Dropout Prevention programs in the 2016-17 school year via the Skill Up grant. These projects are designed to provide similar support as JAG, but are modified to work with smaller and more rural schools. Additionally, the Board has launched an ambitious project to provide WorkOne services (including resume writing, job matching, mock interviews, etc) to every High School in the Region. The ultimate goal of this is to create a pipeline of workers for our local employers by

collecting a resume or basic application from every graduating senior in the state. Though still in its early stages, this project has great potential, and has been well-received by the school, employers and local stakeholders.

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

## **WSA 10– WORKFORCE REGION 10 WORKFORCE SERVICE AREA**

### **BUSINESS SERVICES**

The Business Service Team hosted 60 on-site recruiting events at WorkOne in PY 2015 with various employers. The team had over 1,500 business retention and engagement contacts for the program year and over 4,800 job orders were posted. The Business Service Team facilitated quarterly business seminars on a variety of human resource topics, with SHRM CEU Certifications provided to participants. The seminars average 23 HR professionals in attendance.

WorkOne hosted a regional job fair in May with 59 participating employers, and 296 jobseekers in attendance. WorkOne partnered with Charlestown Chamber of Commerce to host a job fair targeted to assist employers at the River Ridge Commerce Center, a 6,000 acre park that currently houses 25+ businesses and over 7,500 employees; its growth accounts for the bulk of new job growth in the Metro area. An innovative job fair partnership was developed with Jeffersonville High School to target young adults who are not planning to pursue higher education, but want to start a career pathway; the first High School Fair took place in May 2016.

### **SECTOR STRATEGIES**

Region 10, in partnership with Ivy Tech and area manufacturers, has developed a Strategic Doing partnership to address needs of the manufacturing sector, with four action strategies:

- 1) The Partnership provided five MSSC training cohorts this year, with 41 participant trainees. 83% gained the nationally-recognized Certified Production Technician (CPT) credential; 85% gained employment with area manufacturers, at a starting wage of \$14.30/hour. Over the past 2.5 years, 98 have participated in this key sector training with 86% credential attainment, 88% gaining manufacturing employment and a starting wage of \$14.46. Over 20 companies are engaged, many offering good opportunity for career advancement and wage growth.
- 2) The Technical Skills Group of this initiative developed and conducted a technical skill gap survey of area manufacturers, gaining a representative sample. The survey reflected CNC machining as one-of-three critical technical skill and talent needs of area manufacturers.
- 3) The Technical Skills Group worked with Ivy Tech Corporate College to develop curriculum based on proven practices as well as local employer inputs and guidance; the first class begins in August 2016. Successful completion of the 140 hour contact class will earn participants three National Institute of Metalworking Skills (NIMS) credentials, which will allow participants to start an 'entry-level and beyond' machining career pathway.
- 4) Region 10 continues to partner with the Louisville Workforce Board, Kentuckiana Works, providing, growing and measuring similar demand-driven manufacturing training. The Board is engaged in 1) Information Technology, 2) Healthcare, and 3) Manufacturing Sector initiatives with our Louisville Kentucky Bi-State partner, Kentuckiana Works. Region 10 is engaged in an inter-state planning process with Kentuckiana Works, as both organizations share a metropolitan labor market, operate one-stop centers under WIOA, and have engaged in a variety of sector projects during the past 12 years of our partnership.



## YOUNG ADULT WORK EXPERIENCE BOOT CAMP

Region 10 developed a new curriculum for the Young Adult Work Experience Boot Camp to include work readiness preparation, soft skills, career exploration, team work, professional etiquette, and customer service techniques. In its first year, fifty young adults participated in the program and engaged in work experience training with thirty regional employers. The boot camp allows participants to learn successful work-readiness techniques to prepare them for employment and career planning. Twenty-six percent (26%) of participants completed their high school equivalency concurrent with the program. Eighteen percent (18%) of participants plan to pursue higher education, with two participants consecutively achieving CDL and CPT certifications to start a new career.

## PREFERRED JOB SEEKER

A Preferred Job Seeker Curriculum has been developed in Region 10 to provide a consistent pathway for customers to achieve "Preferred Job Seeker" status and become eligible for recruitment assistance directly through the Business Service Team. The Preferred Job Seeker completes workshops to include: Basic Computer and/or Microsoft Office, Job Search, Resume, Interview, Professional Workplace Etiquette, Social Media, and the Workkeys Assessment to provide the National Career Readiness Certificate. The program serves to give job seekers the tools necessary to succeed in the workplace, and will allow them to participate in reverse job fairs, on-the-job training and on-site hiring events.

## **WSA 11– SOUTHWEST INDIANA WORKFORCE SERVICE AREA**

### REGIONAL INITIATIVES/PARTNERSHIPS

The 4<sup>th</sup> *Innovative Conversation about Our Workforce Pipeline* event was hosted by Kimball International; this event provided Southwest Indiana legislators, businesses, and education representative the opportunity to address the issues of building a workforce pipeline to close the skills and attrition gaps faced by regional industry.

Hosted by Oakland City University, the 3<sup>rd</sup> *Annual Southwest Indiana STEM Challenge* was revamped to include additional hands-on real-world business challenges from Mead Johnson, Kimball Electronics, ATTC Manufacturing, Farbest Foods, Toyota Indiana, Manpower, Matrix Group, and the University of Southern Indiana. High school students from across the region competed in the day-long event capitalizing on Science, Technology, Engineering, and Math skills. Cash prizes were awarded to the top two teams of each challenge and top three overall winners. Overall winners: 1<sup>st</sup> place – Jasper High School; 2<sup>nd</sup> place – southern IN Career and Technical Center; 3<sup>rd</sup> place – Forest Park High School.

Teachers and counselors from around the region devoted two weeks of their summer break to participate in the *2016 Alcoa Foundation and Dubois County Teachers' Manufacturing Bootcamps* and learned the skills that are needed in today's technical manufacturing environments and how to incorporate these skills into the classroom. Thirty educators from Gibson, Posey, Vanderburgh, and Warrick counties were given hands-on instruction from Alcoa, Berry Plastics, Toyota Indiana, and SABIC with assistance from Oakland City University, the University of Southern Indiana, and Ivy Tech Community College. Sixteen educators from Dubois and Perry counties were given hands-on instruction from Kimball Electronics, Kimball International, Jasper Engines & Transmissions, MasterBrand Cabinets, and OFS Brands with assistance from Vincennes University.

In April 2015, the Grow Southwest Indiana Workforce Board adopted a Work Ethic Certificate program; the certificate will serve as a validation to employers that those students possessing the credential have successfully displayed excellent work habits leading to both post-secondary education and workplace success. Perry Central High School and Southern Indiana Career & Technical Center piloted the program. In addition, a web portal was developed for ease of information entry and the management of certificate progress. Region 11 obtained an AT&T grant for the purchase of eight tablets for Jobs for America's Graduates Specialists to administer the Work Ethic Certification program.

Showcasing in-demand careers and highlighting the education and technical skills needed to obtain employment in those careers, the 2<sup>nd</sup> Annual Tour of Opportunity brought students from Evansville Helfrich Park and Perry Heights Middle School to four local businesses in Vanderburgh County including Berry Plastics, Flanders, Deaconess Hospital, and Anchor Industries. Perry and Knox County Economic Development Corporations coordinated events in their respective counties.

Business & Professional Exchange (BPE) continued to meet weekly to assist professionals in transition with job search skills, networking strategies, and encouragement. Matching first-year contacts, second year participation was approximately 50 individuals. High-level professional positions included Dairy Farmers of America, Sigma Engineering, Ascension Health, and Integral Technologies.

A WorkOne presence was established at the Academy of Innovative Studies; one office relocated to the Ivy Tech facility in Tell City, IN; and plans were initiated for a presence on the Ivy Tech campus in Evansville to be completed in the next program year.

Quarter 2 of the Tri-State Manufacturers' Alliance (TSMA) brought Dr. Vince Bertram of Project Lead the Way, Steve Dwyer of Conexus Indiana, and Glenda Ritz of the Indiana Department of Education to the University of Southern Indiana for the event "Igniting the Workforce of the Future" focused on efforts to expand the STEM education programs in Southwest Indiana.

The closing of the Alcoa smelter required multiple partnership coordination including the Alcoa Labor Management Adjustment Committee, WorkOne Southwest, DWD, Labor Institute for Training (LIFT), IDWD, and Grow Southwest Indiana Workforce Board.

Disability initiatives included Subject Matter Experts (SME) with WorkOne partner, Vocational Rehabilitation, the DWD – Disability Employment Initiative (DEI) that provided equipment, hardware, and software for customer with disabilities, and as an Employment Network (EN), the region's Ticket-to-Work program logged its first four vouchers with three now employed participants.

## YOUTH SERVICES

Region 11 continued six JAG programs at Princeton Community, Gibson Southern, Evansville Bosse, Tell City, Vincennes Lincoln, and Pike Central high schools and added two new programs at Southridge and Mt Vernon high schools. JAG performance achieved 5-of-5 performance goals that measure graduation rates, positive outcomes, job placements (full-time and part-time) including military, and post-secondary training.

The Youth Employment Services (YES) program was discontinued during the program year due to the closing of the YouthBuild program; however, YouthBuild continued to seek alternative funding. Other funding was secured close to the end of the year and the YES program will resume in the program year 2016.

## WSA 12– MARION COUNTY INDIANA WORKFORCE SERVICE AREA

### Special/New Grants:

- **June 2015:**
  - Linking to Employment Activities Pre-release Specialized American Job Centers (L.E.A.P)
  - \$496,000 – U.S. Department of Labor
- **December 2015:**
  - YES Grant
  - \$1 million -Lilly Endowment, Inc.
- **May 2016:**
  - YouthWorks Indy
  - \$1.9 million – U.S. Department of Labor

**WorkOne Indy:** The WorkOne Indy system has three primary methods for job seeker service delivery:

1. Three physical locations:
  - 2304 enrollments
  - 570 enrolled in training
  - 1590 job placements (self-attested)
  - \$14.12 average hourly wage (self-attested)
2. Mobile WorkOne Indy: comprised of staff, mobile technology and resources, it is partnered with community- based organizations, the Indianapolis/Marion County Public Libraries and community events to increase access to services:
  - 40 regular mobile locations
  - 1,570 total visits
3. Virtual WorkOne Indy: WorkOneIndy.org is an online portal providing workforce services for Marion County employers and job seekers:
  - 6,000+ resumes created
  - 13,000+ virtual/online workshops attended
  - Average of 10.65 pages visited per user session
  - Average session lasted more than 10 minutes

**Employ Up:** funded by the U.S. Department of Labor Ready for Work grant to create education, training and employment pathways for long-term unemployed and underemployed residents to fill occupations in IT and healthcare.

- Since May 2015:
  - 225 participants served/enrolled
  - 38 participants enrolled in education/training activities
  - 40 job placements
  - \$23.72 average hourly wage

**Business Solutions and Recruiting:** EmployIndy has an in-house Business Partnerships division which focuses on recruiting, screening and training to fill open positions with local employers. Hiring projects and business focused training projects are operated through this division.

- In PY 2015:
  - 161 hiring projects with local employers
  - 129 placements
  - \$18.27 average hourly wage
  - \$120,000 highest annual placement salary

**L.E.A.P.:** With Marion County Jail, Marion County Re-entry Coalition, Public Advocates in Community Re-Entry (PACE), Marion County Community Corrections, and the Director of Reentry for the City of Indianapolis, EmployIndy provides career development services for transitioning offenders prior to their release date.

**Community Development Block Grants (CDBG):** Since 2011, EmployIndy has disbursed more than \$2.2 million to area community-based organizations through Community Development Block Grants, funded by HUD through the City of Indianapolis, to provide neighborhood-level employment services. To date, the Community-Based Workforce Development initiative administered by EmployIndy, through competitive selection and distribution of CDBG employment services grants, has performed as follows:

- 5,129 enrollments/individuals served
- 843 credentials earned
- 1,453 job placements

**PowerTrain Indy:** PowerTrain Indy matched businesses in need of skilled talent with jobs for residents in their neighborhood. Launched in 2013 and concluded in December, 2015, PowerTrain Indy offered training to qualifying residents through collaboration with Downtown Indianapolis employers. The program was funded by \$1.5 million created from the establishment of an expanded tax increment financing (TIF) district. Residents accessed PowerTrain Indy through the WorkOne Indy network. Engaged employers committed to hiring program participants and assisted in the development and execution of training programs. This engagement allows the organization to develop a workforce through customized training and on-the-job training, ensuring individuals will have the skills needed to succeed.

- PowerTrain Indy results:
  - 381 residents serviced
  - 278 residents enrolled in training
  - 244 job placements
  - \$15.08 average hourly wage
  - 67 local employers benefiting from training provided through PowerTrain Indy

## Youth Services

### **Jobs for America's Graduates (JAG):**

- Serves approximately 750 high school students and recent graduates annually to help them graduate and begin a career pathway towards postsecondary education and employment through follow-up services.
- The program received its second consecutive national 5 of 5 award for graduation, military, job, full-time placement and positive outcome accomplishments .

### **YouthBuild Indy:**

- Serves approximately 35 disconnected youth participants per year through high school equivalency and credentialed construction training opportunities.
- Recently received a Top 15 ranking for education among 190 national YouthBuild programs.
- During their time with the program, participants have the opportunity to improve the quality of life in Indianapolis by transforming abandoned, blighted homes into valuable, low-income housing.

### **Youth Employment Services (YES):**

- Serves approximately 150 out-of-school youth per year who have the desire to secure and grow in a job.
- Funds are administered to existing neighborhood organizations offering workforce services to area youth.
- The flexible voucher program to help eliminate barriers to employment and education, including childcare, transportation, training, education and work clothing.
- From January 2015 - July 2016:
  - 308 enrollments
  - 42 high school equivalency degrees completed
  - 74 advanced training/certifications earned
  - 225 job placements

### **YouthWorks Indy:**

- Launched in June, 2016, this is a unifying program to enhance existing summer job opportunities and career pathway development for year-round job readiness and employability skills training.
- Will target disconnected youth and young adults in the IndyEast Promise Zone {46201}, Butler-Tarkington {46205}, Martin Luther King {46208}, Martindale-Brightwood {462018} and Far Eastside (46235) neighborhoods, who have limited current or past work experiences.
- YouthWorks Indy plans to enroll 834 participants by 2018.

## WAIVERS

### WIA SECTION 136(B) WITH THE COMMON MEASURES.

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

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

The waiver was approved through June 30, 2017.

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

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

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

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

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

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

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

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

This waiver helps DWD achieve the strategic goal set by the State Workforce Innovation Council – “Identify, align and connect Indiana employers with qualified workers” - by having the ability to transfer funding to better meet the needs of employers. Specifically, it enables customers to be trained so they have the skills needed by Indiana employers. It also allows local and regional boards to have greater flexibility to design programs based on regional needs and priorities, which maximize the use of a limited amount of funds, all WorkOne customers benefit from expanded access to a comprehensive mix of integrated services.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The primary goal of this waiver request is to allow the usage of rapid response funds for training to workers employed at those companies that are at-risk for potential layoffs. The provided training funds allow workers to increase their skills and education level to either



remain employed at their current employer or become quickly reemployed should the risk for layoff come to fruition. This also helps employers fill higher-skill positions internally. DWD reported performance outcomes for any incumbent workers served under this waiver in the WIA Standardized Record Data system (WIASRD).

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## OVERSIGHT DATA ELEMENT VALIDATION

Oversight Resolution completed Wagner-Peyser data element validation in August 2015. WIA data element validation and TAA data validation was completed by Oversight Resolution in February 2016.

## COST OF WORKFORCE INVESTMENT ACT PROGRAM ACTIVITIES RELATIVE TO PROGRAM OUTCOMES

When reviewing the cost effectiveness of Workforce Investment Act programs, consideration should be given to the participant data that is collected. Many Hoosiers are receiving Workforce Investment Act funded services that are largely self-service. While many of these customers are assisted in gaining employment, outcomes for these clients are not reported to the Department of Labor. In the calculations below, all costs are included while only a subset of outcomes is used (i.e., outcomes for those participants for whom outcomes are reported to the Department of Labor).

	<b>Exiters (10/1/14-9/30/15)</b>	<b>Exiters with Positive Outcomes (10/1/14-9/30/15)</b>	<b>PY 2015 Expenditures</b>	<b>PY2015 Cost per Positive Outcome</b>
Adult Program	12,974	3,111	\$12,531,386	\$4028
Dislocated Worker Program	4,018	3,398	\$13,949,729	\$4105
Youth Program	3,161	2,537	\$13,497,312	\$5320

While many adults and dislocated workers gained valuable skills and credentials, the calculation of cost effectiveness is based on employment. The cost of providing adult services was calculated by dividing the number of adult exiters who gained employment by the year's adult expenditures. The cost per entered employment was \$4028. For dislocated workers, the cost per entered employment was \$4105.

Positive program outcomes for youth were considered placement in employment or education, and attainment of a degree or certification. The cost per positive youth outcome was calculated by taking the youth expenditures and dividing them by the number of youth exiting the program with a positive outcome. That cost was \$5320.

## PERFORMANCE RESULTS

Indiana's statewide performance for PY15 reported in the Appendix of this report includes all required cohorts for each measure. Indiana exceeded all of its nine (9) Common Measures performance goals for PY15.

### WIA PERFORMANCE GOALS

PY15 Goals	
<b>WIA Adults</b>	
Entered Employment Rate	62%
Employment Retention Rate	83.0%
Average Earnings*	\$13,000
<b>WIA Dislocated Workers</b>	
Entered Employment Rate	69.0%
Employment Retention Rate	88%
Average Earnings*	\$15,000
<b>Wagner-Peyser</b>	
Entered Employment Rate	60%
Employment Retention Rate	83.0%
Average Earnings*	\$13,000
<b>WIA Youth</b>	
Placement in Employment or Education	66.0%
Attainment of Degree or Certification	62%
Literacy & Numeracy Gains	43%

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

### EVALUATION OF STATE PROGRAMS

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

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

## APPENDICES

### APPENDIX A

NOTE: The following tables with [REDACTED] indicate data not required by the U.S. Department of Labor for Program Year 2015 because Indiana was approved to report only Common Performance Measures Outcomes per Employment and Training Administration, United States Department of Labor, Training and Employment Notice No. 31-09, dated June 11, 2010. For this same reason, Tables A, H-2, I, J, and K have been omitted from this report.

**TABLE B: ADULT PROGRAM RESULTS**

Reported Information	Negotiated Performance Level	Actual Performance Level	
<b>Entered Employment Rate</b>	62.0%	76.1%	9,868
			12,974
<b>Employment Retention Rate</b>	83.0%	88.0%	12,040
			13,675
<b>Average Earnings</b>	\$13,000	\$13,785	\$165,376,796
			11,997
<b>Employment and Credential Rate</b>			

**TABLE C: OUTCOMES FOR ADULT SPECIAL POPULATIONS**

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
<b>Entered Employment Rate</b>	73.2%	986	74.6%	936	56.1%	292	68.0%	1,456
		1,347		1,254		521		2,140
<b>Employment Retention Rate</b>	83.5%	1,188	86.0%	1,026	77.7%	278	87.8%	1,402
		1,422		1,193		358		1597
<b>Annual Earnings</b>	\$10,772.6	\$12,754,741	\$16,073	\$16,426,46	\$12,337	\$3,429,676	\$15,081	\$21,007,528
		1,184		1,022		278		1,393
<b>Employment and Credential</b>								

**TABLE D: OTHER OUTCOMES INFORMATION FOR THE ADULT PROGRAM**

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	81.9%	1,974	75.4%	6,250
		2,411		8,554
Employment Retention Rate	89.8%	2,556	87.7%	6,933
		2,845		8,144
Average Earnings	\$14,559	\$37,009,396	13,999	\$89,835,036
		2,542		6,918

**TABLE E: DISLOCATED WORKER PROGRAM RESULTS**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	69.0%	77.4%	3,111
			4,018
Employment Retention Rate	88.0%	90.6%	2,652
			2,927
Average Earnings	\$15,000	\$16,773	\$44,313,546
			2,642
Employment and Credential Rate			

**TABLE F: OUTCOMES FOR DISLOCATED WORKER SPECIAL POPULATIONS**

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	75.1%	304	62.9%	73	69.4%	640	77.3%	17
		405		116		922		22
Employment Retention Rate	85.3%	243	76.6%	59	89.2%	536	77.8%	7
		285		77		601		9
Average Earnings	\$17,764	\$4,298,799	\$14,356	\$847,019	\$17,198	\$9,132,293	\$10,268	\$71,876
		242		590		531		7
Employment and Credential Rate								

**TABLE G: OTHER OUTCOME INFORMATION FOR THE DISLOCATED WORKER PROGRAM**

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
	Entered Employment Rate	86.0%	746	77.6%
867			1,477	
Employment Retention Rate	92.1%	720	90.9%	976
		782		1,074
Average Earnings	\$17,075	\$12,225,341	\$17,006	\$16,512,732
		716		971

**TABLE H 1: YOUTH (14-21) PROGRAM RESULTS**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement In Employment or Education	66%	71.3%	1,925
			2,699
Attainment of Degree or Certificate	62%	62.7%	1,803
			2,878
Literacy and Numeracy Gains	43%	46.2%	297
			643

**TABLE L: OTHER REPORTED INFORMATION**

Reported Information	12 Month Employment Retention Rate	12 Months Earnings Increase (Adults and Older youth) or 12 Months Earnings Replacement (Dislocated Workers)		Placements in Non-traditional Employment		Wages at Entry into Employment for Those Individuals Who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
		Adults	88.9%	\$3,355	\$37,728,553 11,245	0.0%	0 9,868	\$5,997	\$59,022,495 9,842
Dislocated Workers	90.9%	\$106	\$42,595,341 \$40,062,231	0.0%	0 3,111	\$7,264	\$22,547,484 3,104	0.0%	0 746
Older Youth									

**TABLE M: PARTICIPATION LEVELS**

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	102,161	77,620
Total Adults (self-service ONLY)	96,377	67,634
WIA Adults	102,159	77,620
WIA Dislocated Workers	5,804	3,232
Total Youth (14-21)		
Younger Youth (14-18)		
Older Youth (19-21)		
Out-of-School Youth	2,655	1,474
In-School Youth	2,646	1,758

**TABLE N: COST OF PROGRAM ACTIVITIES**

Program Activity	Total Federal Spending
Local Adults	\$12,531,386
Local Dislocated Workers	\$13,949,729
Local Youth	\$13,497,312
Rapid Response (up to 25%) WIA Section 134 (a)(2)(B)	\$1,469,676
Statewide Required Activities (Up to 15%) WIA Section 134(a)(2)(B)	\$4,961,857
Total of All Federal Spending Listed Above	\$46,409,960



**TABLE O:  
LOCAL PERFORMANCE: CENTER OF WORKFORCE INNOVATION, SERVING  
WORKFORCE SERVICE AREA 1**

<b>Local Area Name</b> Region 1 WIB	<b>Total Participants Served</b>	Adults	13,458
		Dislocated Workers	637
		Total Youth	597
		Younger Youth	
<b>ETA Assigned Number</b> 18145	<b>Total Exiters</b>	Adults	17,317
		Dislocated Workers	544
		Total Youth	496
		Younger Youth	
		Negotiated Performance	Actual
<b>Customer Satisfaction</b>	Program Participants		
	Employers		
<b>Entered Employment Rates</b>	Adults	62.0	76
	Dislocated Workers	69.0	78
	Older Youth		
<b>Retention Rates</b>	Adults	83.0	89
	Dislocated Workers	88.0	92
	Older Youth		
	Younger Youth		
<b>Average Earnings</b>	Adults	13,000	13,867
	Dislocated Workers	15,000	14,588
<b>Six Months Earnings Increase</b>	Older Youth		
<b>Credential/Diploma Rates</b>	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
<b>Skill Attainment Rate</b>	Younger Youth		
<b>Placement in Employment or Education</b>	Youth (14-21)	66.0	70
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	62.0	55
<b>Literacy and Numeracy Gains</b>	Youth (14-21)	43.0	52

**TABLE O:  
LOCAL PERFORMANCE: NORTHERN INDIANA WORKFORCE BOARD, SERVING  
WORKFORCE SERVICE AREA 2**

<b>Local Area Name</b> Region 2 WIB	<b>Total Participants Served</b>	Adults	7,758
		Dislocated Workers	404
		Total Youth	487
		Younger Youth	
<b>ETA Assigned Number</b> 18150	<b>Total Exiters</b>	Adults	4,180
		Dislocated Workers	405
		Total Youth	395
		Younger Youth	
		Negotiated Performance	Actual
<b>Customer Satisfaction</b>	Program Participants		
	Employers		
<b>Entered Employment Rates</b>	Adults	62.0	79
	Dislocated Workers	69.0	80
	Older Youth		
<b>Retention Rates</b>	Adults	83.0	87
	Dislocated Workers	88.0	92
	Older Youth		
	Younger Youth		
<b>Average Earnings</b>	Adults	13,000	14,058
	Dislocated Workers	15,000	16,970
<b>Six Months Earnings Increase</b>	Older Youth		
<b>Credential/Diploma Rates</b>	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
<b>Skill Attainment Rate</b>	Younger Youth		
<b>Placement in Employment or Education</b>	Youth (14-21)	66.0	62
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	62.0	55
<b>Literacy and Numeracy Gains</b>	Youth (14-21)	43.0	45

**TABLE O:  
LOCAL PERFORMANCE: PARTNERS FOR WORKFORCE SOLUTIONS, SERVING  
WORKFORCE SERVICE AREA 3**

<b>Local Area Name</b> Region 3 WIB	<b>Total Participants Served</b>	Adults	23,978
		Dislocated Workers	960
		Total Youth	371
		Younger Youth	
<b>ETA Assigned Number</b> 18155	<b>Total Exiters</b>	Adults	13,346
		Dislocated Workers	817
		Total Youth	311
		Younger Youth	
		Negotiated Performance	Actual
<b>Customer Satisfaction</b>	Program Participants		
	Employers		
<b>Entered Employment Rates</b>	Adults	62.0	78
	Dislocated Workers	69.0	82
	Older Youth		
<b>Retention Rates</b>	Adults	83.0	90
	Dislocated Workers	88.0	90
	Older Youth		
	Younger Youth		
<b>Average Earnings</b>	Adults	13,000	14,425
	Dislocated Workers	15,000	16,620
<b>Six Months Earnings Increase</b>	Older Youth		
<b>Credential/Diploma Rates</b>	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
<b>Skill Attainment Rate</b>	Younger Youth		
<b>Placement in Employment or Education</b>	Youth (14-21)	66.0	69
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	62.0	60
<b>Literacy and Numeracy Gains</b>	Youth (14-21)	43.0	54

**TABLE O:  
LOCAL PERFORMANCE: TECUMSEH AREA PARTNERSHIP, INC., SERVING  
WORKFORCE SERVICE AREA 4**

<b>Local Area Name</b> Region 4 WIB	<b>Total Participants Served</b>	Adults	13,731
		Dislocated Workers	451
		Total Youth	427
		Younger Youth	
<b>ETA Assigned Number</b> 18160	<b>Total Exitors</b>	Adults	9,533
		Dislocated Workers	348
		Total Youth	257
		Younger Youth	
		Negotiated Performance	Actual
<b>Customer Satisfaction</b>	Program Participants		
	Employers		
<b>Entered Employment Rates</b>	Adults	62.0	75
	Dislocated Workers	69.0	82
	Older Youth		
<b>Retention Rates</b>	Adults	83.0	88
	Dislocated Workers	88.0	86
	Older Youth		
	Younger Youth		
<b>Average Earnings</b>	Adults	13,000	13,122
	Dislocated Workers	15,000	18,836
<b>Six Months Earnings Increase</b>	Older Youth		
<b>Credential/Diploma Rates</b>	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
<b>Skill Attainment Rate</b>	Younger Youth		
<b>Placement in Employment or Education</b>	Youth (14-21)	66.0	81
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	62.0	67
<b>Literacy and Numeracy Gains</b>	Youth (14-21)	43.0	55

**TABLE O:  
LOCAL PERFORMANCE: INTERLOCAL ASSOCIATION, SERVING WORKFORCE  
SERVICE AREA 5**

<b>Local Area Name</b> Region 5 WIB	<b>Total Participants Served</b>	Adults	9,647
		Dislocated Workers	741
		Total Youth	821
		Younger Youth	
<b>ETA Assigned Number</b> 18185	<b>Total Exitters</b>	Adults	6,544
		Dislocated Workers	682
		Total Youth	405
		Younger Youth	
		Negotiated Performance	Actual
<b>Customer Satisfaction</b>	Program Participants		
	Employers		
<b>Entered Employment Rates</b>	Adults	62.0	77
	Dislocated Workers	69.0	74
	Older Youth		
<b>Retention Rates</b>	Adults	83.0	88
	Dislocated Workers	88.0	90
	Older Youth		
	Younger Youth		
<b>Average Earnings</b>	Adults	13,000	15,479
	Dislocated Workers	15,000	18,251
<b>Six Months Earnings Increase</b>	Older Youth		
<b>Credential/Diploma Rates</b>	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
<b>Skill Attainment Rate</b>	Younger Youth		
<b>Placement in Employment or Education</b>	Youth (14-21)	66.0	73
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	62.0	65
<b>Literacy and Numeracy Gains</b>	Youth (14-21)	43.0	38

**TABLE O:  
LOCAL PERFORMANCE: ALLIANCE FOR STRATEGIC GROWTH, INC., SERVING  
WORKFORCE SERVICE AREA 6**

<b>Local Area Name</b> Region 6 WIB	<b>Total Participants Served</b>	Adults	7,713
		Dislocated Workers	336
		Total Youth	418
		Younger Youth	
<b>ETA Assigned Number</b> 18165	<b>Total Exiters</b>	Adults	7,116
		Dislocated Workers	280
		Total Youth	282
		Younger Youth	
		Negotiated Performance	Actual
<b>Customer Satisfaction</b>	Program Participants		
	Employers		
<b>Entered Employment Rates</b>	Adults	62.0	82
	Dislocated Workers	69.0	80
	Older Youth		
<b>Retention Rates</b>	Adults	83.0	86
	Dislocated Workers	88.0	91
	Older Youth		
	Younger Youth		
<b>Average Earnings</b>	Adults	13,000	13,457
	Dislocated Workers	15,000	15,569
<b>Six Months Earnings Increase</b>	Older Youth		
<b>Credential/Diploma Rates</b>	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
<b>Skill Attainment Rate</b>	Younger Youth		
<b>Placement in Employment or Education</b>	Youth (14-21)	66.0	66
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	62.0	68
<b>Literacy and Numeracy Gains</b>	Youth (14-21)	43.0	51

**TABLE O:  
LOCAL PERFORMANCE: WORKONE WESTERN INDIANA, SERVING  
WORKFORCE SERVICE AREA 7**

<b>Local Area Name</b> Region 7 WIB	<b>Total Participants Served</b>	Adults	4,938
		Dislocated Workers	171
		Total Youth	310
		Younger Youth	
<b>ETA Assigned Number</b> 18190	<b>Total Exiters</b>	Adults	3,199
		Dislocated Workers	113
		Total Youth	141
		Younger Youth	
		Negotiated Performance	Actual
<b>Customer Satisfaction</b>	Program Participants		
	Employers		
<b>Entered Employment Rates</b>	Adults	62.0	80
	Dislocated Workers	69.0	87
	Older Youth		
<b>Retention Rates</b>	Adults	83.0	87
	Dislocated Workers	88.0	89
	Older Youth		
	Younger Youth		
<b>Average Earnings</b>	Adults	13,000	15,057
	Dislocated Workers	15,000	15,125
<b>Six Months Earnings Increase</b>	Older Youth		
<b>Credential/Diploma Rates</b>	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
<b>Skill Attainment Rate</b>	Younger Youth		
<b>Placement in Employment or Education</b>	Youth (14-21)	66.0	87
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	62.0	72
<b>Literacy and Numeracy Gains</b>	Youth (14-21)	43.0	50

**TABLE O:  
LOCAL PERFORMANCE: REGION 8 WORKFORCE BOARD, INC., SERVING  
WORKFORCE SERVICE AREA 8**

<b>Local Area Name</b> Region 8 WIB	<b>Total Participants Served</b>	Adults	3,521
		Dislocated Workers	177
		Total Youth	211
		Younger Youth	
<b>ETA Assigned Number</b> 18195	<b>Total Exitters</b>	Adults	4,604
		Dislocated Workers	215
		Total Youth	115
		Younger Youth	
		Negotiated Performance	Actual
<b>Customer Satisfaction</b>	Program Participants		
	Employers		
<b>Entered Employment Rates</b>	Adults	62.0	72
	Dislocated Workers	69.0	81
	Older Youth		
<b>Retention Rates</b>	Adults	83.0	86
	Dislocated Workers	88.0	94
	Older Youth		
	Younger Youth		
<b>Average Earnings</b>	Adults	13,000	13,023
	Dislocated Workers	15,000	18,055
<b>Six Months Earnings Increase</b>	Older Youth		
<b>Credential/Diploma Rates</b>	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
<b>Skill Attainment Rate</b>	Younger Youth		
<b>Placement in Employment or Education</b>	Youth (14-21)	66.0	63
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	62.0	71
<b>Literacy and Numeracy Gains</b>	Youth (14-21)	43.0	52



**TABLE O:  
LOCAL PERFORMANCE: REGION 9 WORKFORCE BOARD, INC., SERVING  
WORKFORCE SERVICE AREA 9**

<b>Local Area Name</b> Region 9 WIB	<b>Total Participants Served</b>	Adults	3,566
		Dislocated Workers	71
		Total Youth	261
		Younger Youth	
<b>ETA Assigned Number</b> 18200	<b>Total Exitters</b>	Adults	2,371
		Dislocated Workers	86
		Total Youth	147
		Younger Youth	
		Negotiated Performance	Actual
<b>Customer Satisfaction</b>	Program Participants		
	Employers		
<b>Entered Employment Rates</b>	Adults	62.0	84
	Dislocated Workers	69.0	84
	Older Youth		
<b>Retention Rates</b>	Adults	83.0	88
	Dislocated Workers	88.0	92
	Older Youth		
	Younger Youth		
<b>Average Earnings</b>	Adults	13,000	13,796
	Dislocated Workers	15,000	16,056
<b>Six Months Earnings Increase</b>	Older Youth		
<b>Credential/Diploma Rates</b>	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
<b>Skill Attainment Rate</b>	Younger Youth		
<b>Placement in Employment or Education</b>	Youth (14-21)	66.0	74
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	62.0	69
<b>Literacy and Numeracy Gains</b>	Youth (14-21)	43.0	44

**TABLE O:  
LOCAL PERFORMANCE: REGION 10 WORKFORCE BOARD, INC., SERVING  
WORKFORCE SERVICE AREA 10**

<b>Local Area Name</b> Region 10 WIB	<b>Total Participants Served</b>	Adults	5,180
		Dislocated Workers	270
		Total Youth	99
		Younger Youth	
<b>ETA Assigned Number</b> 18175	<b>Total Exitters</b>	Adults	2,274
		Dislocated Workers	153
		Total Youth	37
		Younger Youth	
		Negotiated Performance	Actual
<b>Customer Satisfaction</b>	Program Participants		
	Employers		
<b>Entered Employment Rates</b>	Adults	62.0	75
	Dislocated Workers	69.0	76
	Older Youth		
<b>Retention Rates</b>	Adults	83.0	91
	Dislocated Workers	88.0	97
	Older Youth		
	Younger Youth		
<b>Average Earnings</b>	Adults	13,000	14,281
	Dislocated Workers	15,000	15,824
<b>Six Months Earnings Increase</b>	Older Youth		
<b>Credential/Diploma Rates</b>	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
<b>Skill Attainment Rate</b>	Younger Youth		
<b>Placement in Employment or Education</b>	Youth (14-21)	66.0	62
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	62.0	76
<b>Literacy and Numeracy Gains</b>	Youth (14-21)	43.0	50

**TABLE O:  
LOCAL PERFORMANCE: GROW SOUTHWEST INDIANA WIB, INC., SERVING  
WORKFORCE SERVICE AREA 11**

<b>Local Area Name</b> Region 11 WIB	<b>Total Participants Served</b>	Adults	3,123
		Dislocated Workers	344
		Total Youth	712
		Younger Youth	
<b>ETA Assigned Number</b> 18205	<b>Total Exitors</b>	Adults	2,868
		Dislocated Workers	169
		Total Youth	334
		Younger Youth	
		Negotiated Performance	Actual
<b>Customer Satisfaction</b>	Program Participants		
	Employers		
<b>Entered Employment Rates</b>	Adults	62.0	80
	Dislocated Workers	69.0	79
	Older Youth		
<b>Retention Rates</b>	Adults	83.0	91
	Dislocated Workers	88.0	95
	Older Youth		
	Younger Youth		
<b>Average Earnings</b>	Adults	13,000	13,338
	Dislocated Workers	15,000	14,051
<b>Six Months Earnings Increase</b>	Older Youth		
<b>Credential/Diploma Rates</b>	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
<b>Skill Attainment Rate</b>	Younger Youth		
<b>Placement in Employment or Education</b>	Youth (14-21)	66.0	84
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	62.0	73
<b>Literacy and Numeracy Gains</b>	Youth (14-21)	43.0	27

**TABLE O:  
LOCAL PERFORMANCE: EMPLOYINDY, SERVING WORKFORCE SERVICE AREA  
12**

<b>Local Area Name</b>	<b>Total Participants Served</b>	Adults	5,546
		Dislocated Workers	1,242
		Total Youth	583
		Younger Youth	
<b>ETA Assigned Number 18140</b>	<b>Total Exitters</b>	Adults	4,267
		Dislocated Workers	1,524
		Total Youth	312
		Younger Youth	
		Negotiated Performance	Actual
<b>Customer Satisfaction</b>	Program Participants		
	Employers		
<b>Entered Employment Rates</b>	Adults	62.0	74
	Dislocated Workers	69.0	75
	Older Youth		
<b>Retention Rates</b>	Adults	83.0	88
	Dislocated Workers	88.0	90
	Older Youth		
	Younger Youth		
<b>Average Earnings</b>	Adults	13,000	13,403
	Dislocated Workers	15,000	16,221
<b>Six Months Earnings Increase</b>	Older Youth		
<b>Credential/Diploma Rates</b>	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
<b>Skill Attainment Rate</b>	Younger Youth		
<b>Placement in Employment or Education</b>	Youth (14-21)	66.0	70
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	62.0	55
<b>Literacy and Numeracy Gains</b>	Youth (14-21)	43.0	31

## Customer Service Survey Trends – August 2015 through August 2016

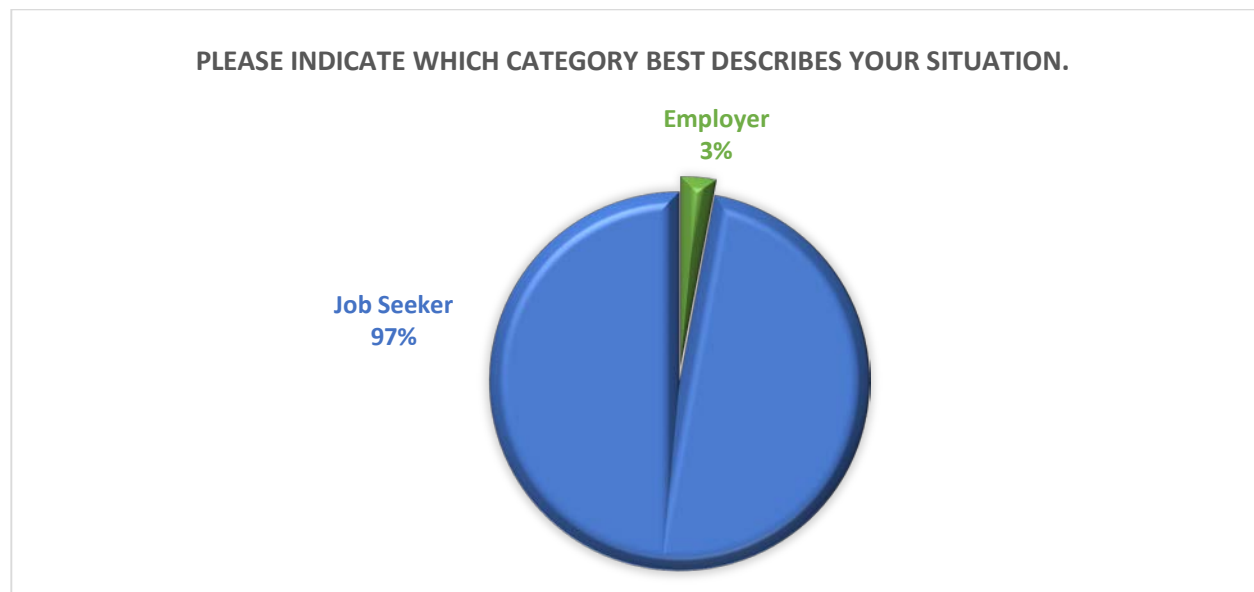
The Indiana Department of Workforce Development surveys its customers (employers and job seekers) regarding their experience at the WorkOne centers through the use of Indiana Career Connect, the state’s job matching system. Results are provided in the following charts. The charts reflect the time frame of **August 2015 through August 2016**. Information in the charts includes the question asked and the response rate in percentages as well as numerically.

A column has been added to reflect the number and percentage of those who chose to skip the question as well. The customer satisfaction data gleaned from ICC and WorkOne is used to improve service delivery. Results are tabulated and analyzed for trends on a monthly basis through the Field Operations team. At the end of the report are neutral observations.

Respondents are asked to identify which demographic they fall into (Job Seeker or Employer) and have an option to skip the question regarding satisfaction.

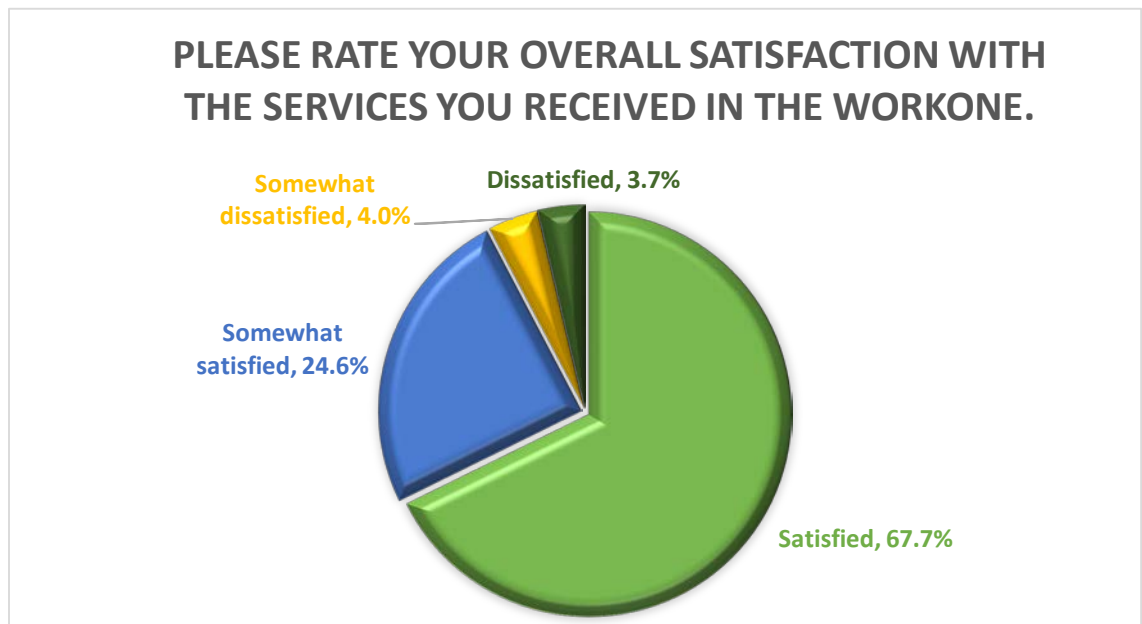
### Respondent Demographics

Indiana Career Connect Customer Survey: August 2015 through August 2016		
Please indicate which category best describes your situation.		
Answer Options	Response Percent	Response Count
Employer	3.0%	53
Job Seeker	97.0%	1737
<b>Answered question</b>		<b>1790</b>



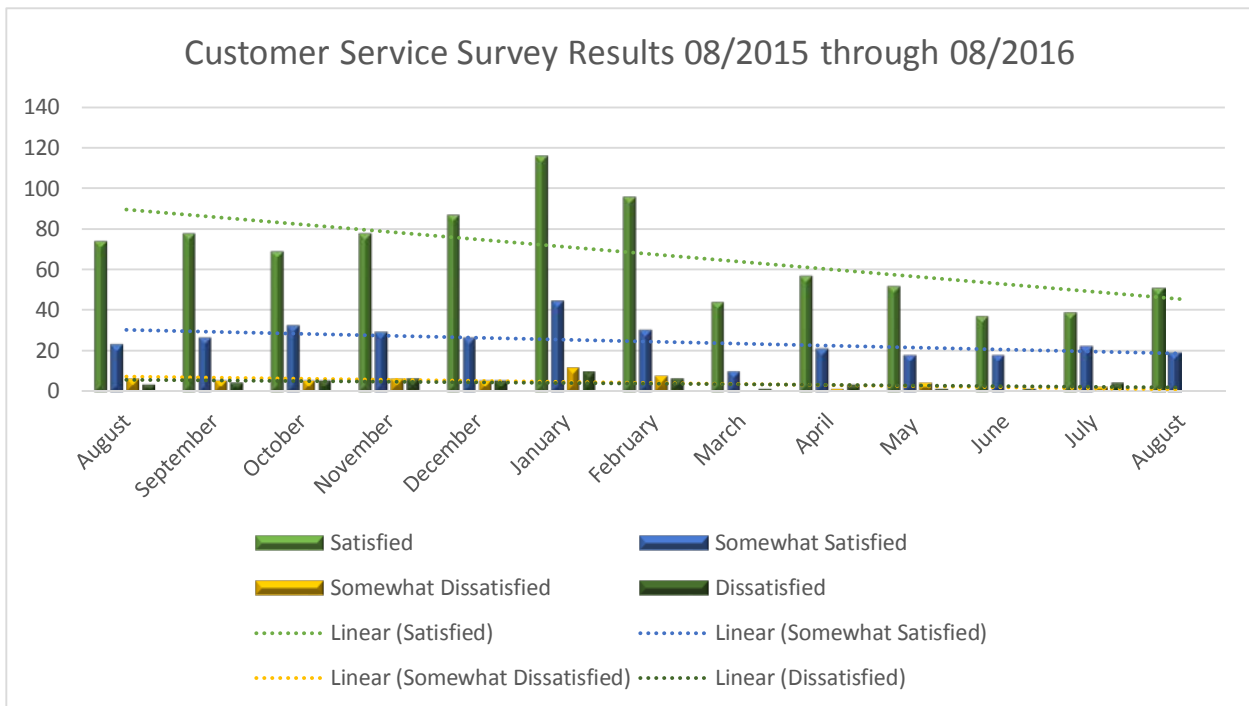
**Overall Response**

Indiana Career Connect Customer Survey: August 2015 through July 2016					
Please rate your overall satisfaction with the services you received in the WorkOne.					
Answer Options	Response Percent	Response Count			
Satisfied	67.7%	877			
Somewhat satisfied	24.6%	318			
Somewhat dissatisfied	4.0%	52			
Dissatisfied	3.7%	48			
Comment		99			
<i>answered question</i>		1295	<i>% answered</i>	<i>% skipped</i>	<i>% Commented</i>
<i>skipped question</i>		476	73.12%	26.88%	5.59%
Total		1771			



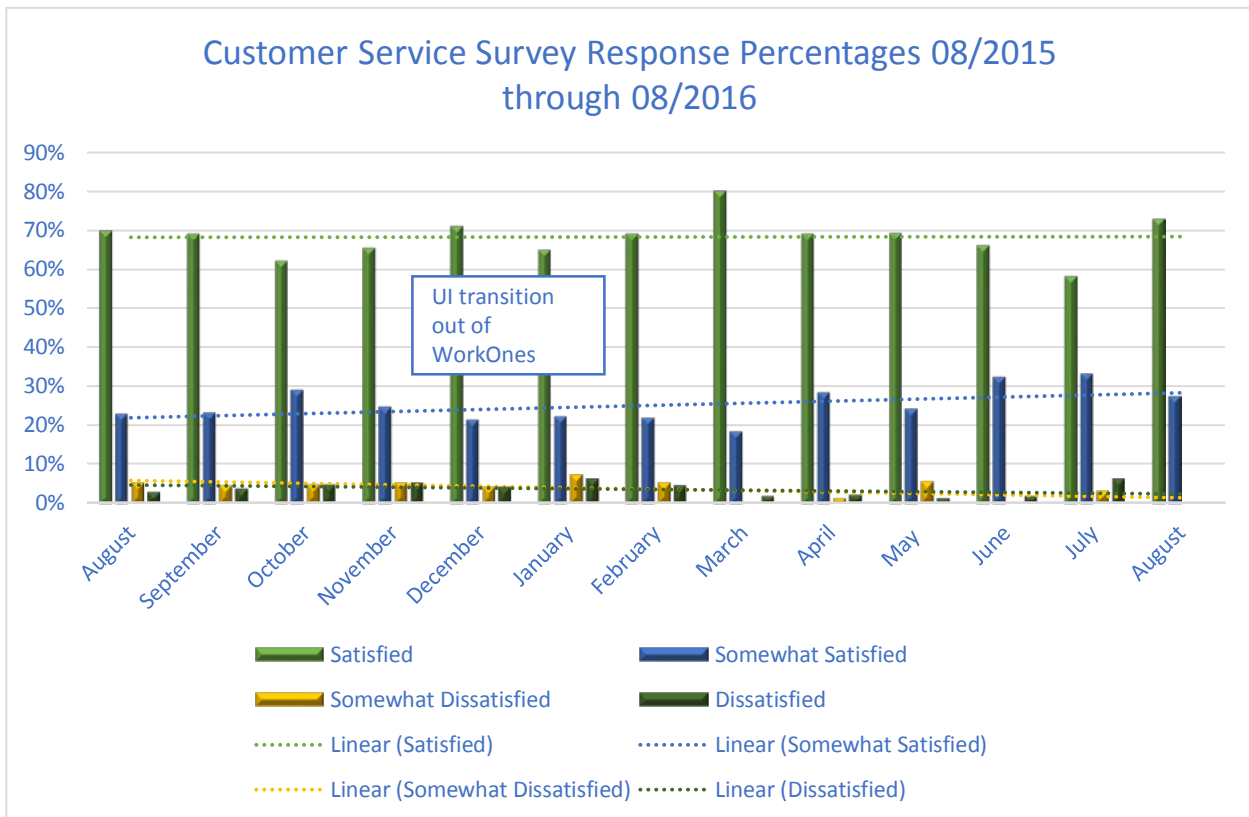
## Response Count by Mont

Customer Service Survey Results 08/2015 through 08/2016					
	Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Dissatisfied	Total
August	74	23	6	3	106
September	78	26	5	4	113
October	69	32	5	5	111
November	78	29	6	6	119
December (UI Transition Begins)	87	26	5	5	123
January	116	44	11	9	180
February	96	30	7	6	139
March	44	10	0	1	55
April	57	21	1	3	82
May	52	18	4	1	75
June	37	18	0	1	56
July	39	22	2	4	67
August	51	19	0	0	70



## Response Percentage by Month

Customer Service Survey Results 08/2015 through 08/2016					
	Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Dissatisfied	Total
August	70%	23%	5%	2%	100%
September	69%	23%	4%	4%	100%
October	62%	29%	4%	5%	100%
November	66%	24%	5%	5%	100%
December (UI transition begins)	71%	21%	4%	4%	100%
January	65%	22%	7%	6%	100%
February	69%	22%	5%	4%	100%
March	80%	18%	0%	2%	100%
April	69%	28%	1%	2%	100%
May	70%	24%	5%	1%	100%
June	66%	32%	0%	2%	100%
July	58%	33%	3%	6%	100%
August	73%	27%	0%	0%	100%



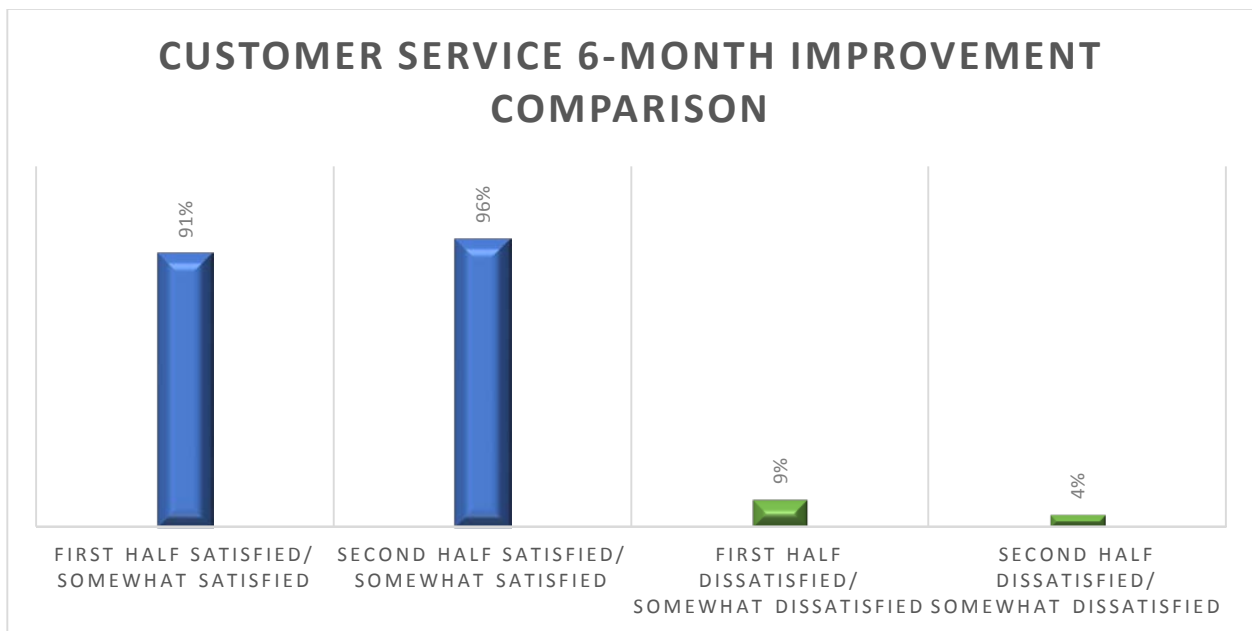
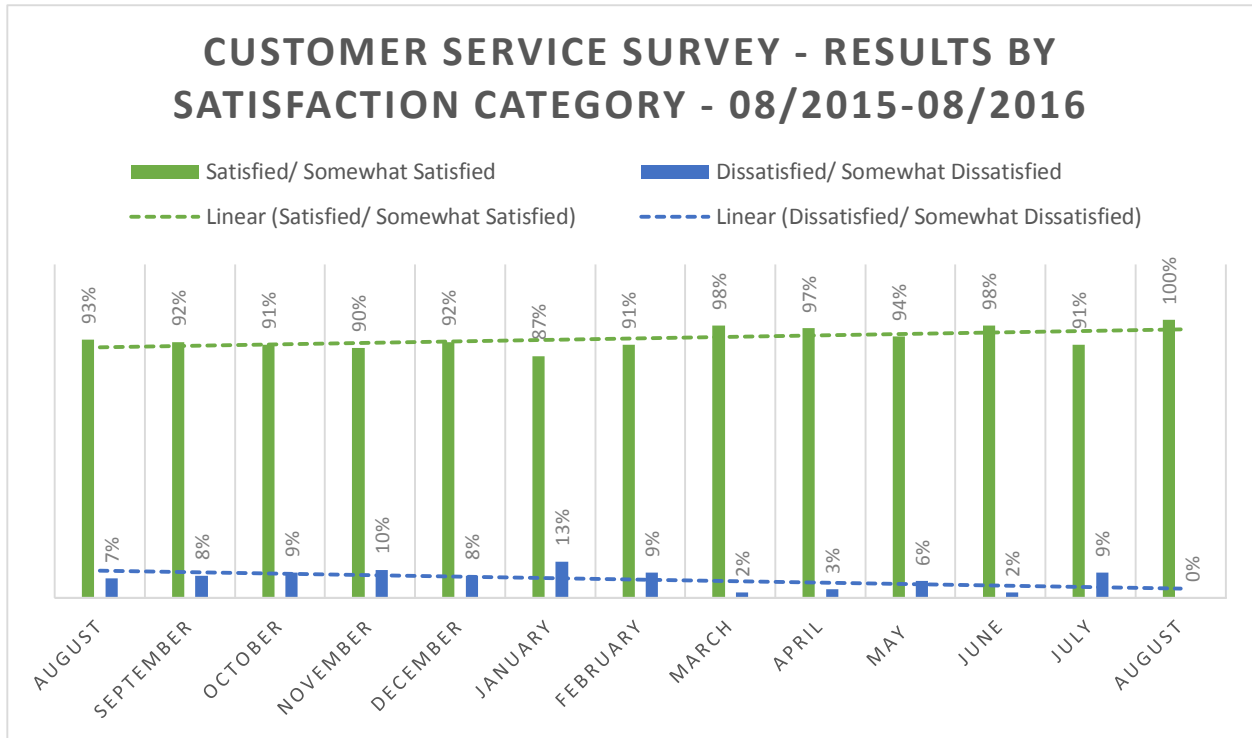


### Customer Service Survey – Combined Data

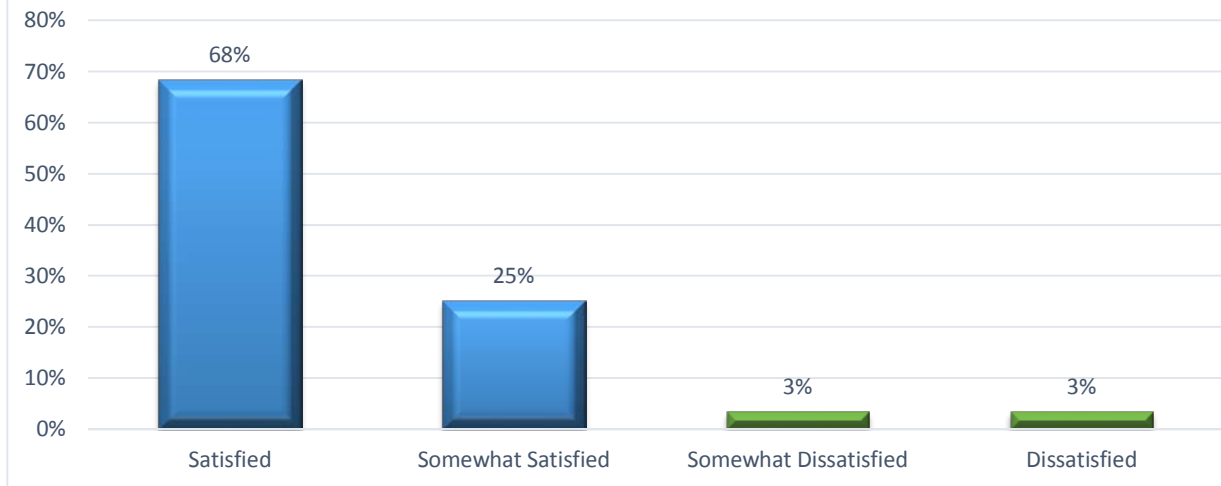
The following charts compile the respondent answers into two categories, Satisfied/Somewhat Satisfied and Dissatisfied/Somewhat Dissatisfied.

The first chart shows results and trend lines by month.

The second chart shows the average percentage over the first half of the months studied and then takes the average in each category over the second half of the months studied.



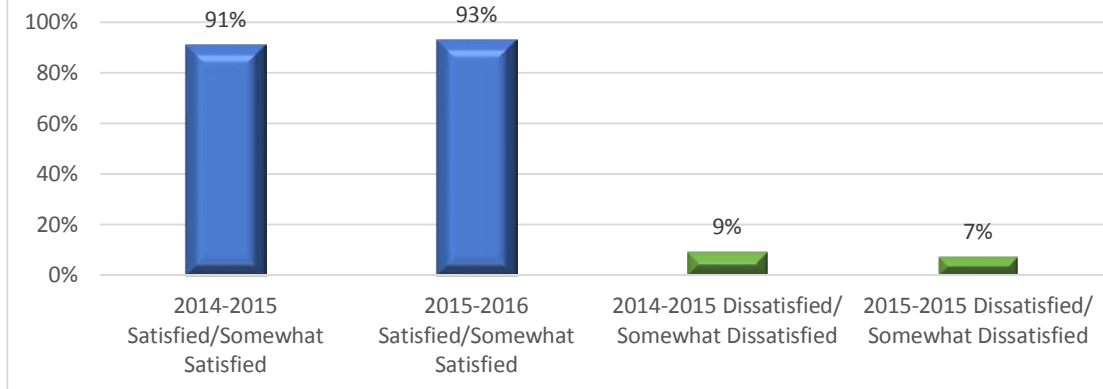
## Response Averages - 08/2015 through 08/2016



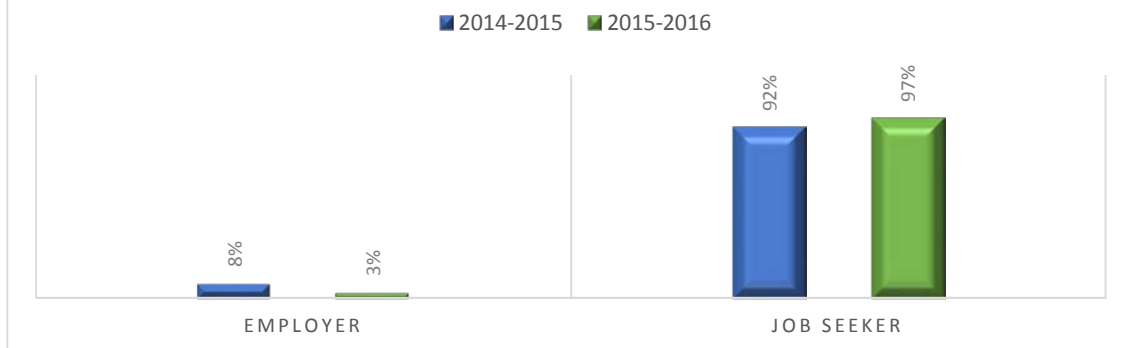
### Comparisons by Year

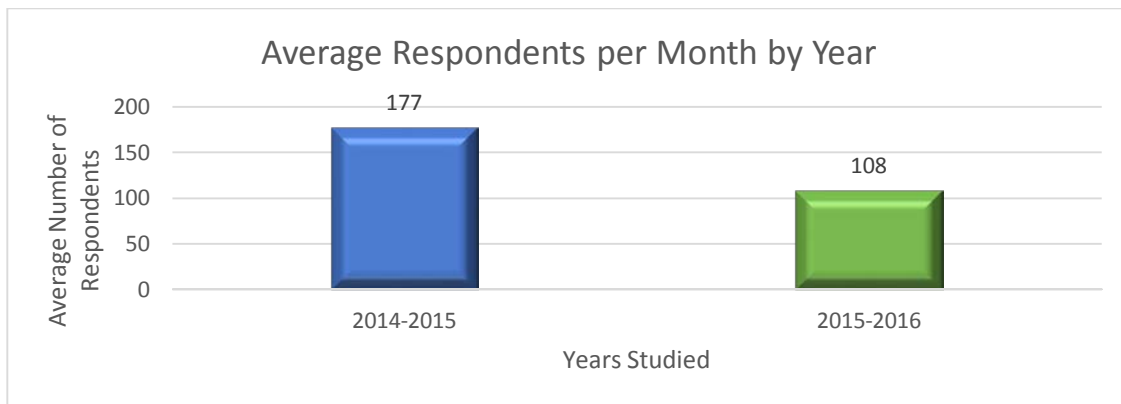
The following charts depict both the response volume and satisfaction comparison percentage from the previous year. It is important to note that the previous year's data was compiled over a 10-month time period, not a 13-month time period as this year's data covered.

### Satisfaction Comparison by Year



### RESPONDENT DEMOGRAPHICS BY YEAR





### Customer Service Trend Observations

- From the first half of the year to the second half, there was a 5 percent increase in customers answering the question with either Satisfied/Somewhat satisfied (91 percent to 96 percent).
- Over the course of the 13 months studied, the average rating of Satisfied/Somewhat Satisfied was 93 percent. Dissatisfied/Somewhat Dissatisfied had an average of 7 percent.
- The previous year's report (11/2014 to 08/2015) showed a satisfaction level average of 91 percent, indicating an overall 2 percent increase in customer satisfaction level this past year.
- The most recent data, from August 2016, shows that 100 percent of respondents attested to either being Satisfied or Somewhat Satisfied, a first in the history of the survey, which dates back to January of 2014.
- While the average respondents by year shows a 69 person decrease from the previous year, respondents to the survey for a single month has not topped 100 since February of 2016, which corresponds with the increase in satisfaction level
- There was a 5 percent increase in respondents identifying as job seekers from 2014-15 to 2015-16 (92 to 97) and thus that same percent decrease in those identifying as employers (8 to 3)
- Respondents answering Satisfied/Somewhat Satisfied dipped below 90 percent once over the past year (January 2016) and was at or exceeded the 93 percent average in 6 months, including 5 of the last 6 months
- In December 2015 – January 2016, in-person Unemployment Insurance services were transitioned out of the WorkOnes to digital/telephone only. It is after this transition that respondent levels show a decline and satisfaction level shows an increase