

INDIANA
WORKFORCE
DEVELOPMENT
AND ITS **WorkOne** CENTERS

2012

WORKFORCE INVESTMENT ACT ANNUAL REPORT

PROGRAM YEAR 2012
JULY 1, 2012 THROUGH JUNE 30, 2013

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A Message from Commissioner Scott B. Sanders

Over the past year, the Indiana Department of Workforce Development (DWD), the State Workforce Innovation Council, and our regional partners have celebrated many accomplishments across several different areas.

Some of the positive changes that came about from this program year involved the youth of Indiana through the Jobs for America's Graduates (JAG) program. Boasting a 91% graduation rate, \$2.3 million of scholarships awarded to Hoosier students, 16 nationally recognized programs and 4 nationally recognized JAG students – Indiana is truly preparing today's youth for a bright tomorrow. Acknowledging the success this program has had, the Indiana General Assembly and Governor Michael R. Pence allotted \$6 million a year over the next two years to be used specifically for Indiana's JAG program; this is the largest state allocation of funds in the 30 year history of the national organization.

Together with the Indiana General Assembly, DWD also took a tremendous step towards ensuring the success of Hoosiers in the workplace by passing House Enrolled Act 1457, also known as "Jobs for Hoosiers." The law requires individuals to visit their local WorkOne office in person after the fourth week of claiming unemployment insurance benefits. By visiting WorkOne, we can ensure each and every Hoosier collecting benefits also receives assistance in their job search through the multitude of free services offered at each of our WorkOne centers.

The level of success achieved in Program Year 2012 demonstrates how bright Indiana's future workforce is. I look forward to another year full of positive accomplishments as we continue to show the rest of the nation that Indiana is the State That Works.

Respectfully,



Scott B. Sanders
Commissioner



MISSION

The mission of the Indiana Department of Workforce Development (DWD) is to advance and cultivate economic growth by building a world-class workforce development system through partnerships and practice. This is accomplished by creating a highly skilled and educated workforce able to compete in the global economy by focusing on the following Good-to-Great principles and goals:

Increase Private Sector Employment

Identify, Align and Connect Indiana Employers with qualified workers

- Contribute resources to the success of the Governor's Jobs Cabinet, Indiana Works Councils and the Indiana Economic Development Corporation
- Focus resources on identified key industry high growth and demand sectors
- Ensure qualified workers are referred for job openings

Improve the Quality of the Hoosier Workforce

Ensure Hoosiers achieve occupational goals that advance Indiana's economy

- Ensure all customers receive skills assessments, career exploration, and career counseling;
- Promote college and career readiness and lifelong learning, focusing on occupational certifications;
- Improve coordination among secondary education, higher education and workforce development; and
- Develop career pathways through career, technical, and vocational education.

Achieve a Cohesive Workforce Investment System that Focuses on Delivering High Quality Services with Great Efficiency

- Establish a system of partnerships at the state and local level
- Maintain partnerships with organizations promoting workforce and economic development, educational attainment, and career preparation
- Expand the current performance-based funding model into additional programs;
- Invest in technology and training to enhance the overall customer service experience
- Aggressively maintain the integrity of the unemployment insurance system, including rapid reemployment of unemployment insurance recipients

In measuring the effectiveness of the above strategies for building a world-class workforce development system, several key indicators are examined. The Indiana seasonally adjusted unemployment rate for June 2013 was 8.4%. This rate was still fairly high compared to the national rate of 7.6%. However, private sector employment (2,518,600) reached June 2008 levels and rate of job growth ranked 5th in the nation since the low point of employment in July 2009.

Other measures are also valuable indicators to track strategic outcomes, such as the average bi-annual wages individuals earned after entering the workforce development system, which was \$12,971 in June 2012. Other measures to review are that 83% of the individuals retained employment after entering the workforce development system and finding employment, the 13.1 average weeks individuals are staying on unemployment insurance (down several weeks from previous years), and the unemployment insurance tax burden on Indiana employers, at 0.83%, is third lowest in the nation.

EXECUTIVE SUMMARY

State Workforce Innovation Council (SWIC)

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

In PY 2012, the State of Indiana began its realignment from a two Workforce Investment Board system to nine Workforce Service Area's (WSA); Regions 1, 2, 3, 4, 6, 7, 10, and Marion County were separate WSAs and the remaining four (5, 8, 9, and 11) combined and were a new balance of state WSA.

The SWIC is comprised of the following committees:

Education Review:

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

Grants and Finance:

- Oversee the development for state discretionary funds, creating criteria used to evaluate and rate proposals;
- Review and score each proposal submitted for state discretionary funds, and determine awardees;
- Oversee the development and approval of the WIA annual allocations; and
- Review regional expenditure data.

Oversight, Performance, and Employer Relations:

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

Youth Committee

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

Career and Technical Schools Accreditation Committee

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

During PY 2012, the SWIC accomplished the following:

- Completed its realignment of the Workforce Investment Board system. As of July 1, 2013, the number of local Workforce Services Areas (WSA) will increase from eight to twelve
- Approved Indiana's Integrated Workforce Plan, which describes workforce development activities for the time period July 1, 2012 through June 30, 2017
- Completed the transition and duties of overseeing the accreditation of non-degree post-secondary proprietary education institutions from the Council of Proprietary Education (COPE).

WIA PROGRAMS

WorkINdiana



The WorkINdiana program offers short-term occupational training to adult basic education students resulting in industry-recognized certifications and high-wage, high-demand career pathways.

To raise the skill level of the adult population and meet workforce demands for middle skills attainment in a more effective way, the state changed the structure and refocused the goal of adult basic education service delivery. Basic occupational training opportunities (WorkINdiana), enhanced student support, and new data systems were implemented to better track clients in the workforce and education training system.

DWD created a framework of WorkINdiana certifications (see table) and encourages regional partnerships between adult education centers, career and technical education centers, WorkOnes, community colleges and local economic development representatives. Together, these partners develop training programs to implement from the certification framework that are relevant to their regions.

Over 200 career certification programs are located in 63 cities across the state with additional programs being added throughout the year.

The Department of Workforce Development invested federal and state funds to support the WorkINdiana program. **WorkINdiana enrolled its first student in August of 2011 and reached a total enrollment of 1,066 students by the end of June 2013.** To date, 716 students completed a program. Of those, 523 students earned the associated certification, and **275 found new or better employment.** One hundred and ninety-one students remain active in a program.

WorkINdiana Career Certifications	
Industry Sectors	Certifications
Health Care	Certified Nurse Aide (C.N.A.)
	Emergency Medical Technician (E.M.T.)
	Expanded Duties Dental Assistant (L.R.C.)
	Medical Assistant (C.C.M.A. †)
	Medical Coder (C.P.C.)
	Patient Access (C.H.A.A.)
	Phlebotomy Technician (C.P.T. † and/or P.B.T./A.S.C.P.†)
Information Technology	Computer Support Specialist (CompTIA A+ or CompTIA A+, Security+ and Network+†)
	Electronics Installer/Repairers (ESPA/EST)
Business Administration & Support	Admin Assistant (IC3 or Microsoft Office)
	Customer Service Professional (TSIA CSP-1†)
Advanced Manufacturing	CNC Operator (NIMS Level 1)
	Electronic Repairer (ACE/CETa†)
	Entry Level Welder (A.W.S.)
	Heating and Cooling Technician (HVAC)
	Production Worker (MSSC C.P.T.)
Transportation and Logistics	Underground/Surface Coal Mining (MSHA 5023)
	Automotive Service Technician (A.S.E.)
	Laborers and Material Movers (MSSC C.L.A.)
	Laborers and Material Movers + Forklift Driving (MSSC C.L.A.+)
	Truck Driver, Heavy and Tractor Trailer (CDL-A)
Hospitality	Truck Driver, Light and Tractor Trailer (CDL-B)
	Hospitality Staff (START)

† Conditional pending results of pilot.

Jobs for America's Graduates

JAG (Jobs for America's Graduates) is a school-to-career program implemented in 700 high schools, alternative schools, community colleges, and middle schools across the country and United Kingdom. JAG's mission is to keep young people in school through graduation and provide work-based learning experiences that will lead to career advancement opportunities, or to enroll in a postsecondary institution that leads to a rewarding career.



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 full year of follow-up service after graduation.

Last year 47% of the students were enrolled in post-secondary education. The current 2013 graduates earned \$2.3M in scholarships. JAG Indiana was recognized by the national organization for having the highest amount of earned scholarships by its students.

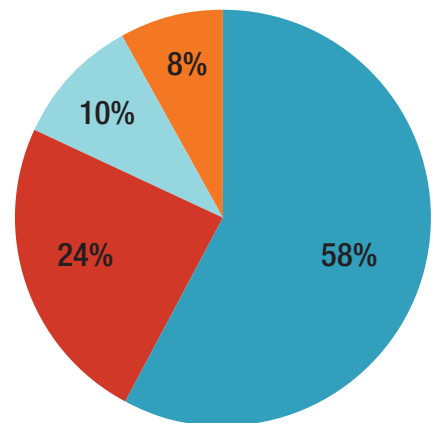
In addition to class work, students participated in a highly motivated, student-led JAG Career Association at their high schools that promoted community involvement, civic and social awareness and leadership. Through their Career Association, students were invited to participate in two statewide events sponsored by DWD: The Leadership Development Conference and the Career Development Conference.

The State Career Development Conference was held April 19, 2013 at Ivy Tech Community College in Indianapolis. The event provided students the opportunity to visit the campus and compete in employability skills events. Ten regional conferences were held and students earned their chance to compete. Featured were competitive events designed to demonstrate employability skills learned through program competencies, employer and community connections. Fifty-four schools participated in the Regional Career Development Conferences with 250 students attending. Thirty-three students received awards ranging from \$250 to \$1,500.



National JAG Smith Scholarship Winners, from the left; DWD Commissioner Scott B. Sanders, Chazney Gates, De'Meisha Fleming, Savanna Taylor, David King and Governor Michael R. Pence

MODEL PROGRAM APPLICATIONS



- Multi-Year
- Out-of-School
- Senior Year
- Alternative

In PY 2012, JAG expanded to 72 programs throughout the state. In PY 2013, JAG is expected to further expand. The graduation rate for students who recently completed their year of follow-up is 91%. For low-income youth, the graduation rate is 72%. The graduation rate for 2013 students is 80%. During the 2012-2013 school year, 3,262 students received services. This number is projected to climb during the 2013-2014 school year.

During the two previous program years, the Jag out-of-school program in Indianapolis achieved National 5 of 5 goals and was ranked among the top three Out-of-School programs in the nation. Four regions achieved 5 of 5 goals, Region 4 for their second year, and Regions 5, 7, and 9 for the first time.

Results for the State-wide program:

	2012	2011	2010	2009	2008
Graduation Rate	90.54%	88.22%	87.99%	86.90%	85.09%
Positive Outcome Rate	81.03%	72.97%	68.99%	75.07%	69.07%
Employment Rate	55.48%	46.72%	41.25%	38.84%	38.14%
Full-time Jobs Rate	64.90%	61.90%	58.27%	39.55%	40.54%
Full-time Placement	84.28%	83.57%	81.29%	79.10%	74.32%
Further Education Rate*	46.75%	44.05%	41.99%	55.94%	47.94%

*Not part of the JAG National 5 of 5 Goals

Migrant and Seasonal Farmer Workers

As a part of DWD’s commitment to serve migrant and seasonal farm workers seeking work and skill enhancements, the following job-related information and assistance was provided:

- Job search, job referral and placement, referral to training and skill building activities;
- Outreach services during the harvest season, 3,000 flyers were distributed; and
- Worked in conjunction with the Indiana Health Center to coordinate funds for emergency services to farm workers and maintained strong employer relationships

Reemployment and Eligibility Assistance (REA)

In PY 2012, the REA program continued to make significant progress towards its realignment of program requirements by utilizing well-defined guidelines including: specific workflow processes, a state approved assessment, and standardized forms and documents. The 2012, unemployment insurance laws and policy changes provided additional ability to hold claimants accountable for continuous program eligibility. In 2012, Indiana exceeded its REA goal of 12,500. The total amount of services provided to Hoosier claimants was 14,061, approximately 13 percent over the established goal.

Veterans

In Indiana, there are 277,000 veterans in the workforce. DWD has 61 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 2012, DWD provided statewide services to several thousand veterans through operations at full-service WorkOne Centers, Camp Atterbury, and the Regional Veterans Administration Office in Indianapolis. More than 8,000 Hoosier veterans received some type of training through Workforce Investment Act in PY 2012.

Seamless Transition Program

DWD has continued its agreement with the USDOL to provide employment, unemployment, reemployment, and training services to National Guard soldiers returning from deployment and demobilizing at Camp Atterbury. Under this program, LVERs provided the following services:

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

In addition, LVERs and DVOPS provide continuous support services through the Indiana National Guard Yellow Ribbon Seamless Program, including support services for the Indiana Air National Guard units in Fort Wayne and Terre Haute.

Vocational Rehabilitation and Employment (VR&E) Services (Chapter 31):

Chapter 31 is a unique program designed specifically for disabled veterans and has two primary goals. First, the program assists service-disabled veterans in obtaining and maintaining suitable employment. Second, for those veterans who are severely disabled and for whom gainful employment is not an option, assistance may be provided to allow the veteran to live more independently in his or her community. During PY 2012, 56 veterans participated in this program. DVOPS provide case-management services to veterans entering the employment phase of the rehabilitation process.

Operation Hire a Hoosier Veteran

DWD and several WSA Boards supported a veteran's career fair on April 10, 2013, which attracted several hundred Hoosier veterans. In preparation for Operation Hire a Hoosier Veteran, 10 regional workshops were conducted at various locations throughout Central Indiana. Workshops included resume preparation, professional work attire, and interviewing skills. The concept of veteran-focused workshops, plus the cooperation and coordination among WSAs, proved to be a success and will become standard prior to other Hoosier veteran career fairs. Approximately 100 vendors participated in the event.

Gold Card Initiative

In PY 2012, 621 post 9/11 veterans were provided job readiness assessments, individual development plans, career guidance, job referrals, WIA funded or third party service provider training, and monthly case management services. Additional Gold Card Implementation services were provided at Camp Atterbury to 1,080 returning members of the National Guard and Reserve as part of the demobilization program.

Business Services

DWD has a long standing commitment to engaging the state's employers and working to meet the needs of this important workforce development partner. Recently DWD surveyed the landscape of our Business Service delivery model in the state. In the last year, WorkOne business services delivery personnel have visited more than 4,700 employers, hosted more than 500 recruiting events for employers, delivered more than 400 individuals into OJT employment, and attended more than 1,100 business and community networking group events.

With a renewed focus on employer driven delivery of workforce services, the Business Solutions team was launched in DWD dedicated to driving that effort in 2012. This team's focus is to drive more business engagement, through quality delivery of services, more frequent interaction, and higher repeat customers. The team includes technical and operational leadership to the network of Business Services Representatives throughout the state and the specially funded network of 24 Business Consultants. The Business Solutions unit also includes the functional leadership of the Local Veteran's Employment Specialists (LVERs) and 12 specially funded Reentry Employment Coordinators.

To further improve Indiana's delivery of Business Services, Indiana applied for and was awarded a grant from the U.S. Department of Labor for Expanding Business Engagement. Some of the goals associated with the grant include:

- Increase the number of repeat business customers accessing WorkOne business services;
- Improve understanding, communication and participation with the workforce delivery system and the Indiana business community;
- Evaluate and expand the range of services provided to business customers;
- Collect, analyze and utilize data more effectively; and
- Create a high standard of service delivery

DWD engages several key partners from around the state to enhance the reach and effectiveness of Business Services. Some of the key partners are listed below:

- Regional Workforce Investment Board Directors
- Regional Business Services Representatives
- Policy makers
- Workforce development leaders
- Veterans representatives
- Leaders in economic development
- Key leaders in the Indiana business community including representatives from manufacturing, medical services, logistics and other key industries within the state
- The Indiana Chamber of Commerce
- The Indiana Manufacturing Association

WORKFORCE DEVELOPMENT GRANTS

Disability Employment Initiative Grant

In October 2012, the state was awarded nearly \$2.4 million to implement disability employment initiatives. Participating regions have been designated as either a pilot area or control areas.

Project Scope

The pilot regions will serve adult Hoosiers who have physical, developmental, psychiatric or other non-visible disabilities, in particular disabled veterans or eligible spouses, and persons with additional barriers to education, training, or employment success.

Ticket to Work (TTW)

A component of the grant revolves around the TTW program, which focuses on decreasing the client's dependence on cash benefits by increasing their work efforts and achieving self-sufficiency. This program is offered at no cost and on a voluntary basis. Individuals must be between the ages of 18 and 64, receiving Supplemental Security Income (SSI) or Social Security Disability Insurance (SSDI).

Outreach Efforts

Pilot regions target persons without a high school diploma or equivalency, who are basic skills deficient, have a criminal record, homeless, and/or receive Temporary Assistance for Needy Families (TANF) benefits. In addition, Community Health Centers provide enhanced services to participants with moderate to severe mental illness; a sub-group of persons facing extreme levels of unemployment and poverty. Pilot regions deliver services through local WorkOne offices. Participants have increased access to:

- Adult Basic Education and the high school equivalency 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 equipment to better meet their needs.

Anticipated Outreach

- Expanded partnerships and co-enrollment among systems servicing adults with disabilities;
- Increased use of the Ticket to Work program;
- Increased use of the WorkOne system by adults with disabilities; and
- Improved education, training and employment outcomes;

National Emergency Grant - On-the-Job Training

The State of Indiana completed its On-the-Job training National Emergency Grant on September 30, 2012. The grant award provided 293 Hoosiers the opportunity to quickly learn new skills and transition into new in-demand occupations.

State Energy Sector Partnership (SESP) Grant

The three- year, \$6 million dollar grant was focused on the following projects:

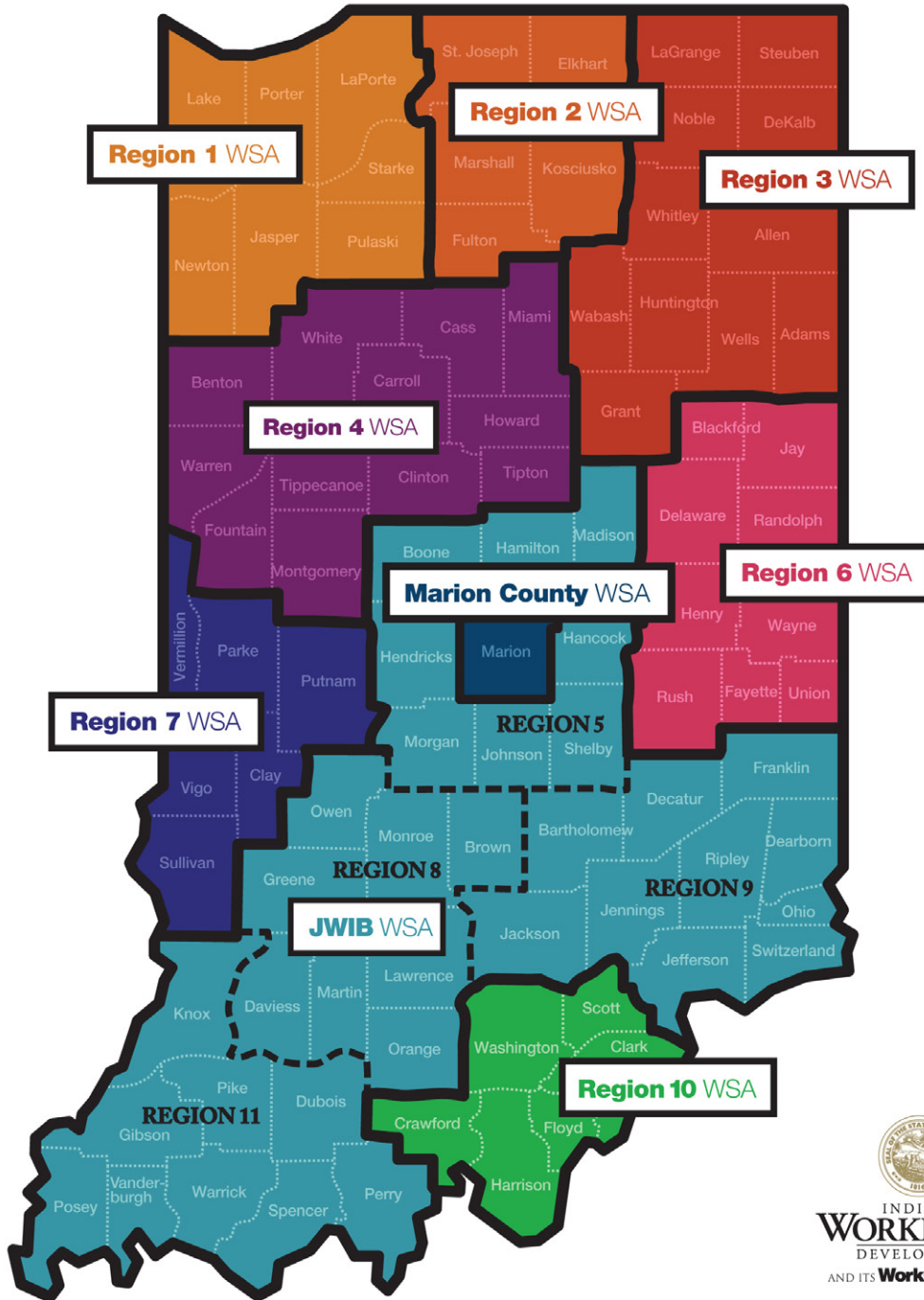
- Green manufacturing
- Energy efficient construction retrofit
- Clean(er) energy production
- Front-line green workers training;

The grant provided financial assistance for participants to gain new skills to transition to occupations in emerging green energy sectors. Utilizing a variety of training methodologies, including on-the-job training, classroom instruction, and on-line training, participants (dislocated, unemployed, underemployed, and incumbent workers) obtained industry-recognized credentials.

At the conclusion of the grant, 1,533 Hoosiers have participated in training. Of those, approximately 1,239 individuals (or 81%) of program participants have completed classroom training, 691 received industry-recognized credentials, 3 were awarded Associate Degrees, and 609 program participants directly entered employment via participation in on-the-job training.

MAP OF INDIANA WORKFORCE SERVICE AREAS FOR PY2012

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



WORKFORCE SERVICE AREA REGIONAL SUMMARIES

Customer Survey Data

Indiana has twelve Workforce Investment regions all with their own instruments to collect customer survey data. Many if not most regions survey by paper/pencil to gather data for customers. The regional approach to surveying customers (which may include job seekers as well as business) typically follows similar themes and trends as to what is surveyed. Examples of questions range from “ What brought you to the WorkOne center today”, Did you find staff to be helpful” ,” What can we do better to improve service to you” and various other types of satisfaction questions. The regions have various time frames to survey customers which may include daily, monthly or quarterly. Data gathered from the surveys is used by the Regional Operators and/or WIBs to determine what action steps to take to improve service to customers, to improve staff performance for service delivery and to keep a pulse on how the region is working satisfactorily for all customers to improve service. The Indiana Department of Workforce Development is working on various surveys to electronically survey customers throughout the state WorkOne system and will begin collecting data late 2013 or early 2014.

WSA 1- Northwest Indiana Workforce Service Area

Specialized Services and Outreach

• Workforce Summit

A Northwest Indiana Workforce Summit was held on March 20, 2013. The information packed day addressed regional skill gaps and the critical need of making sure that young adults are college and career ready after high school. A collaborative effort was led by the Northwest Indiana Workforce Board, in conjunction with groups such as READY North West Indiana (NWI), the Center of Workforce Innovations, One Region initiative, and several corporate sponsors. The Summit highlighted the power of community coalitions and the importance of work for youth. With over 225 people in attendance, the audience was made up of educators, economic and workforce development leaders, employers, and several students who also served on a panel discussion.

The keynote speaker expressed the need to boost Indiana’s educational attainment. Audience members received an overview and a copy of the 2012 Northwest Indiana State of the Workforce Report as well as presentations by the Northwest Indiana Workforce Board youth employment council chair and ArcelorMittal personnel manager on the power of community and the importance of work experiences for youth. Four informative and lively, interactive breakout sessions followed and were at capacity.

- Breakout #1: Consider Yourself a Talent Scout - addressed employers about setting clear expectations and promoting a culture of self-motivation and personal responsibility, and providing work opportunities to young people in order to enhance their work readiness skills, whether through part-time work, seasonal work, internships, or job shadowing.
- Breakout #2: Why are Soft Skills so Hard- included a panel of local high school leaders and workforce development youth program providers, who shared how youth providers can support the local college and career readiness agenda by implementing and managing work experience opportunities, work ethic and success skills programs.
- Breakout #3: College & Career Readiness-Not Such an Odd Couple - a panel discussion led by secondary and post-secondary educators on assessments that are working, dual credit programs and importance of technology.

- Breakout #4: It's Not Your Father's Vocational Education, shared details on the many local innovative career and technical education programs and why it was important to make sure youth are exposed to a variety of high-demand and high-paying jobs that do not require a four-year post-secondary education, but can be secured with technical and certificate training programs. Key feature of this breakout session included a panel of six career center students who shared their experiences, motivations, and success with their individual CTE programs.

- **WorkOne Collaborative Training Initiative**

- In March 2012, the WorkOne Business Services leadership initiated bi-weekly meetings with Ivy Tech Corporate College aimed at expanding the availability of skills training programs for occupations most in demand, while targeting the most marketable vocational certificates and credentials for job seekers. Industries included and considered in-demand are Healthcare, Transportation, Advanced Manufacturing and Professional Services with following certificates: CNA, Pharmacy Tech, Certified Coding Associate, Community Health Access Associate, Certified Production Tech, NIMS-CNC Operator, Certified Logistics Associate, CDL-A, TSIA-CSP, Certified CISCO Network Associate. To date, WSA 1 has 448 customers enrolled in training for one of the above training programs, including welding.

- **WorkOne Hiring Initiative**

- The One-Stop WorkOne Operator in Gary provided Travel Centers of America and the City of Gary assistance in establishing an effective hiring process plan for the new Gary location. One of the plans objectives was to ensure that Gary residents would have an opportunity to pursue employment with the travel center. WorkOne and its Business Services team set and accomplished the expectation of screening Gary WorkOne customers for the mid-skill diesel mechanic and higher wage positions.

Four job fairs were held at the Gary WorkOne, drawing 565 people at the first event, a second and third fair welcomed just over 300 people each day and the final night attracted 265 prospective job seekers. The job fairs took place with approximately 12 Travel Center of America staff working side-by-side with the WorkOne staff on the application process, followed by on-spot interviews.

This team of employer, WorkOne, and local government worked together on a successful recruitment plan that resulted in the employment of 174 people with 164 of those new hires being from the City of Gary, where the employer was setting up shop.

TravelCenters of America is the largest full-service travel center company in the United States, serving professional drivers and motorists alike. They offer full-service facilities on the road, and locations are designed to fit the needs of all travelers by offering diesel fuel and gasoline, comfortable full-service restaurants, branded lodging and nationally known fast food restaurants.

WSA 2- Northern Indiana Workforce Service Area

Specialized Services and Outreach

• Partnerships

In PY 2012, The Northern Indiana Workforce Board (NIWB) and staff worked diligently to develop partnerships and build trust with other organizations within the region. After intensive evaluation, a major revamp of the regional business services group was implemented. Consultants were provided developmental directions focused on building successful relationships within the business community, economic development and educational partners. As a result, approximately two thousand direct employer contacts were made in comparison to only ninety in 2011. In addition, over three-thousand phone contacts were completed. This outreach initiative, in conjunction with other networking programs, resulted in the regional WorkOne office being recognized via reader surveys conducted by the South Bend Tribune as the 'number one' place to go for employment. This is the second year the WorkOne offices have received this honor.

• The Talent Roadmap for Northern Indiana

The NIWB working in tandem with area economic development partners, businesses, post-secondary institutions conducted a regional workforce assessment of Northern Indiana (Elkhart, Fulton, Kosciusko, Marshall, and Saint Joseph counties). This report provided an in-depth analysis and assessment of the region's workforce, educational attainment, open job opportunities, stakeholder needs, as well as the following strategic recommendations:

- Implement a common assessment tool for open positions and potential job candidates;
- Focus on professional recruitment utilizing internships and fellowships;
- Work to increase efforts for local development of a talent pipeline by changing perceptions, advancing good workplace practices and providing good regional wage/salary surveys;
- Expand science, technology, engineering and math (STEM) programs, project based learning and career and technical education.

As a result of this report, opportunities for program participation and equipment were available for the city of Rochester, and Marshall and Fulton Counties. Additionally, during PY 2013, a new Computer Numerical Control (CNC) educational facility will start online training classes. WorkOne offices will provide participants via Adult Education, Adult & Dislocated Workers and youth programs.

• Education and Workforce Innovation Network (EWIN) Grant

In PY 2012, the region obtained a grant focused on eliminating the need for remediation of post-secondary candidates. This initiative started as a pilot in Kosciusko County to evaluate students taking the Accuplacer test at Ivy Tech Community College. Test results are evaluated to determine how to prevent gaps. Additionally, adult education providers are utilized to help with student remediation. Program participants typically go on to become candidates for the Orthopedic Advanced Manufacturing and Technology Center developed to provide a talent pipeline for many of the area's manufacturing employers.

• Skills, Tasks and Results Training (START) Program

In PY 2012, a regional consortium was formed between the WorkOne Centers and eleven colleges and universities to help with non-traditional college student placement activity. One outgrowth of the

consortium work was the START program at Indiana University that provides career pathway training in the hospitality sector through Work Indiana for our Adult Basic Education students.

The program is focused on providing training for twelve major positions within the hospitality industry, including front desk, reservation, housekeeping, bell services, restaurant service, banquet service, and maintenance. In addition, service, professionalism, safety, and career exploration are components of the program. Upon program completion and passing of the certification exam, students receive the industry recognized START certification from the American Hotel and Lodging Educational Institute. To date, three classes have successfully graduated from the program.

- **Campus to Career Program**

During the program year the Campus to Career program was implemented. Six individuals from Bethel College participated in professional work experience as well as received mentoring and networking opportunities and guidance.

- **Youth Services**

The regional JAG program was greatly expanded during the past program year. Two new “in-school” programs were added (one at a much challenged “last chance” facility). The expansion also included “out-of-school” programs in every county within the area, becoming the first region in the state to accomplish this endeavor. Partnerships with local employers, government and economic entities provided over 100 internships opportunities for JAG students.

WSA 3- Northeast Indiana Workforce Service Area

Specialized Services and Outreach

- **Adult Basic Education Partnerships**

In PY 2012, over 2,000 adult basic education students received WorkOne services. All of the participating students also had the opportunity to receive job placement assistance, career counseling, career assessment activities, and on-the-job training services. Additionally, every adult basic education student had full access to resume writing, interview preparation, technology classes and many other WorkOne delivery services.

- **Economic Development**

To ensure economic vitality, a continuous focused has been placed on aligning services and funding investments designed to support economic development activities within the region. This commitment has resulted in the expansion of services to over twenty-five employers who were either expanding or relocating in the area. Workforce services were provided to these employers, candidate assessment, new hire technology training, and a myriad of other services designed to assist and support employers with their hiring needs.

In addition and during the past year, the regional Workforce Investment Board and all of its economic development partners began utilizing a shared customer relationship management (CRM) system to track and share business service activities. The introduction of this new CRM system is designed to greatly expand and enhance communications between all regional economic development organizations and workforce partners, as well as result in a more seamless and coordinated service delivery system for employers.

- **Cohort Based Training Programs**

During the past year, regional cohort training programs began teaching specific skill-sets required by area employers. Utilizing the WorkOne delivery system, customized training classes in areas such as welding, CNC machining, industrial maintenance, Six Sigma Green Belt, and others, were conducted at multiple locations throughout the area. Implementing this program has allowed job seekers to participate in short term training (typically 10-26 weeks) designed around job opportunities currently available within their communities.

- **Reemployment Assistance Activities**

In 2012, the Northeast Indiana Regional Workforce Investment Board exceeded its goal of serving more than 1,040 customers and offered weekly activities to thousands of customers through the federally required Emergency Unemployment Compensation Reemployment and Eligibility Assessment (EUCREA) program. Participants were offered a range of services that included delivery of specialized workshops, job placement assistance, assessment, career counseling support, and short-term training and/or OJT as appropriate. Over the past year, the federal Reemployment and Eligibility Assessment grant and EUCREA program became one of the primary ways in which customers were introduced to and enrolled in the full range of available regional WorkOne services.

- **On-the-Job Training**

During the past year, the region extensively used on-the-job training (OJT) programs to support multiple economic development projects. This strategy has connected hundreds of unemployed

and underemployed workers to permanent high wage jobs. While the region has been and remains committed to using all available resources to support OJT activities, this past year there was an especially heavy focus on using OJT activities with employers that were considered to be “green” due to their environmentally friendly production processes.

The availability of resources to specifically support these employers lead to opportunities to introduce this program to dozens of new employers to the WorkOne system.

• Youth Services

The continuous focus on regional youth programming needs this past year included investing available youth resources in two specific programs designed to ensure that young adults achieve either a high school diploma or a graduate equivalency degree.

- The Be SomeOne Now program is delivered through a youth focused organization, serving young adults between the ages of 16-21 who have withdrawn from high school, enrolled in or need to enroll in GED classes. 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, and leadership development. Young adults may receive up to \$300 in incentives for achieving outcomes, session attendance, meeting goals and attendance in WorkOne workshops. Along with these incentives, young adults are also eligible to receive up to \$1,000 in tuition assistance, paid GED test fees, intensive case management support and twelve months of follow-up upon program completion.
- The JAG program was operated on site at nine regional high schools and saw a 90% graduation rate from students assessed to be at-risk of failing to complete high school graduation requirements.

WSA 4- West Central Indiana Workforce Service Area

Specialized Services and Outreach

• Advanced Manufacturing Initiative

The Advancing Manufacturing Initiative (AMI), a 12-county partnership of area manufacturing, education, government, and economic development, graduated 158 certified production technicians over a 16-month period. Eighty percent of the program participants were placed into entry-level manufacturing career pathways. A \$314,000 WIB investment thus far has leveraged \$277,000 from other partners. This initiative has been successful, despite a sluggish economy, for at least two reasons: 1) Employers prescribed the design and are actively involved in its implementation; and 2) the program's uniqueness.

AMI is both a partnership and an initiative in that every stakeholder contributes to its continuous improvement and sustainability and because it has no ownership. It belongs to the regional community which values it and gives it life.

During PY 2012, AMI's training component was increased beyond the original 140 hours of technical training to include 10 additional hours of work readiness training, which employers highly value. Soft skills training including absenteeism, tardiness, workplace decorum and drug testing is imbedded in all aspects of AMI. An AMI "Hub", or employment network, meets weekly to support the graduates' career search. "Reverse Interview Fairs" are conducted monthly, at which employer partners meet with recent graduates and renew their association with past graduates. A requirement of AMI partnership for employers is that they participate in interview fairs, whether they have immediate job openings or not, and give certified production technicians priority consideration for entry-level job openings as they occur.

• Youth Services

Two new regional initiatives were implemented during the past program year and were so well received they have been scheduled for other communities in the next program year.

- Manufacturing Career Day – as part of this inaugural event, 75 area high school career and technical education juniors and seniors toured regional manufacturing companies. Students were given an "up close and personal" look at today's modern, sophisticated manufacturing environment and encouragement to obtain the relevant post-secondary education to pursue manufacturing career opportunities available locally.
- The Manufacturing Effect Event - Nineteen area educators and school counselors participated in manufacturing company tours and presentations. Teachers and administrators toured host manufacturing facilities and participated in discussions with representatives from companies. The outcome was a group of newly enlightened educators and community leaders who appreciate the importance of manufacturing in our economy and the career opportunities available to their students with local manufacturing employers.

WSA 5- Central Indiana Workforce Service Area

Specialized Services and Outreach

• Partnerships

A regional partnership between WorkOne, the Workforce Investment Board and its WorkOne Centers, the Chamber of Commerce, and economic development entities led to several career and hiring fairs throughout the area.

Regional staff administered approximately 2,100 skills assessments in WorkOne offices during the program year. One area employer benefited by a special project providing skills assessments to incumbent employees. This pilot project was coordinated by state and regional partnerships.

Customers participated in numerous workshops and innovative offerings programs. Some workshops were designed specifically for targeted populations including veterans, older and white-collar workers. Recognizing the need for an Adult Basic Education in Martinsville, a start-up program was funded through regional resources.

• Industry Sector Initiatives

For the third consecutive year, Information Technology (IT) and healthcare industry sector initiatives were implemented. Working with Workforce Service Area 12, regional residents were provided numerous opportunities for career development.

• Youth Services

The JAG program in Region 5 consisted of 6 programs in 4 high schools in PY2012. The outcomes for the program year were outstanding with two area high schools, Anderson and Shelbyville, as well as Region 5 in total, receiving the National “5 of 5” award. An additional first for the JAG program in PY 2012, was the naming of one of the Anderson High School senior JAG students as a Smith Scholar. The Region 5 scholar was one of only 10 students selected nationwide to receive the scholarship out of approximately 100 nominations.

• Customer Surveys

Customer and Employer service surveys were distributed and evaluated. A key stakeholder outreach plan was developed by staff and implemented during the program year. Progress was reported back to Board members. Rapid Response services at Camp Atterbury included four Regions working together to assist more than 1,000 dislocated workers in the Fall of 2013.

WSA 6- Eastern Indiana Workforce Service Area

Specialized Services and Outreach

• Employment

Economic Growth Region 6 ended PY12 on a positive note. The regional unemployment rate, which ranked highest in Indiana for 3 consecutive years, improved significantly. While this was good news for the region, 7 of the 9 counties continued to experience rates above the state average. The region's uptick in employment has been accompanied with an increase in the size of the labor force. Previously discouraged workers rejoined the labor force and actively sought employment. The Board co-funded an underemployment study to assist in identifying individuals in the region who are underemployed and who could be available for the higher skilled jobs required by new and expanding companies.

• Education Innovation Network

The Board applied for and was awarded a grant from the Governor's Education Roundtable and The University of Indianapolis Center of Excellence in Leadership and Learning Education Workforce Innovation Network to bring to scale the Advanced Manufacturing Regional Skill Alliances by looking at creative ways to increase efficiency, effectiveness and accelerate replication and alignment with opportunities at the Secondary Education, Career and Technical Education and Higher Education systems.

• Youth Services

The region received funding to expand its area high schools' participation in the JAG program. Four new classes will be implemented during the 2013-2014 school year. Partnerships are being formalized with area school corporations.

• WorkOne Services Provided

This region's WorkOne system served 16,750 unique customers with services provided at eight WorkOne locations throughout the region, including 484 who were enrolled in the Youth Program. Education and skill development activities were provided resulting in 1,907 adult and dislocated workers placed into jobs at an average annualized wage of \$27,117. Of those placed, 86% were still employed one year later. During the year 98 on-the-job training contracts were initiated with 88% successful completions of the training activity. Further, 311 participants were enrolled in occupational skills training, with a 95% successful completion rate.

• Return on Investment (ROI)

In measuring the return on investment for the adult and dislocated worker programs, over \$2.5 million was expended in support of worker training and employment. A conservative annual projection resulting from who became gainfully employed and remained employed for at least nine months is over \$2.8 million. This represents wages earned and taxes paid into the regional economy, less the cost of investment, providing a return of \$12.65 on each \$1.00 of program resources expended.

WSA 7- Western Indiana Workforce Service Area

Specialized Services and Outreach

• Duke Energy Grant

In response to the expressed need for incumbent worker training by our partners in manufacturing, the Western Indiana Workforce Investment Board applied for and was awarded a grant from the Duke Energy Foundation to support such training. Areas of training offered by Ivy Tech include industrial electrician, industrial maintenance, and machining. The Duke Energy Foundation grant was for more than \$46,000.00. This provides a 50% match to employers sending workers to training, which increased the value of this initiative to more than \$92,000.00.

• Classroom to Career

The Western Indiana Workforce Investment Board also applied for and was awarded an Education and Workforce Innovation Network (EWIN) grant, through Center of Excellence in Leadership and Learning, in partnership with the Indiana Education Roundtable. Through this grant, Region 7 will implement Classroom to Careers (C2C). This regional system of education and workforce service delivery based on integration of business knowledge and support will assist in aggressively promoting careers in targeted industries. The first industry to be addressed is manufacturing. The three goals of C2C are:

- Career pathways completion to prepare a regional pipeline of talent.
- Engaging the business community as active and consistent participants in addressing workforce needs.
- Outreach to build awareness and create excitement

During the 2013-2014 school year a monthly electronic newsletter is being distributed throughout the region. The content of the newsletter will be targeted at educating job seekers, students, parents, counselors, and teachers about manufacturing. The newsletter will present information regarding the contributions that manufacturing brings to communities, occupational profiles, and profiles of local companies. Another key component of the newsletter is information regarding wages, skill and training requirements, as well as projected demand of high-wage, high-demand jobs in Region 7.

• Youth Services

In support of regional targeted industries, the summer youth career camps included:

- A healthcare career camp operated by the West Central Indiana Area Health Education Center;
- A manufacturing career camp operated by the Vigo County School Corporation;
- A robotics career camp operated by the Area 30 Career Center;
- A construction career camp operated by the Vigo County School Corporation; and
- An IT career camp operated by Ivy Tech Community College.

WSA 8- South Central Workforce Service Area

Specialized Services and Outreach

- **Partnerships**

To increase the effectiveness and success of program participants, the Region 8 Workforce Service Area extended its partnerships to include housing authorities, homeless shelters, veterans programs, libraries, and other community based organizations.

Two key partners within the region include the Brown County Career Resource Center (BCCRC) and the Brown County Health and Living Community (BCHLC), an area nursing home. The BCCRC serves not only as a training provider, but also as the Adult Basic Education provider for the county. This partnership provides an excellent opportunity for individuals to get an education credential and an employment credential simultaneously. The BCHLC serves as the eventual employer of trained individuals and as the training site for the clinical part of the training. The efforts of WorkOne and BCCRC, combined with BCHLC, as well as committed and focused employers, have resulted in successful outcomes.

- **Youth Services**

Regional youth programs have a history of successfully meeting performance expectations and helping youth within the region prepare for a successful future in the workforce. Youth specialists in each county develop individualized plans and opportunities for both younger and older youth focused on credentials and employment. Coordination with the WorkINdiana program has provided an additional resource to help youth successfully reach their employment goals. As a result of this collaboration, during PY2012, 50% of the region's new WorkINdiana enrollments were WIA Youth participants. Of those enrolled, 75% completed a training program. Of those who completed a training program, 89% passed the required certification test and earned a credential in their chosen occupational area. Of those who earned a credential, 75% found employment.

WSA 9- Southeast Indiana Workforce Service Area

Specialized Services and Outreach

• Partnerships

The Region 9 Workforce Investment Board (WIB) partners with the Northern Kentucky Chamber of Commerce and the greater Cincinnati Workforce Network, and four additional Workforce Investment Boards that serve the Tri-State regional, to create a public-private partnership, the “Employers’ First Regional Workforce Network” and to align and coordinate workforce services for area employers.

The WorkOne Rapid Response team, along with the regional team, responded to layoffs that affected more than one region. These included Camp Atterbury in Region 8, Comair in Region 11 and Hostess, who had statewide dislocations.

• WorkOne Services Provided

In PY 2012, WorkOne Seymour established a five-day pilot Boot Camp focused on assisting customers in obtaining employment. The intensive boot camp covered a variety of topics from job search skills to problem solving. From the initial enrollment of five participants, two were immediately hired. It is anticipated that the region will implement this program throughout the area.

The regional WorkOne centers served an estimated 15,000 adult and dislocated workers in need of workforce development services. In addition, the WorkOne staff achieved and exceeded its re-employment and eligibility assistance goal by 137 individuals.

• Youth Services

The regional JAG program expanded from two schools serving 80 students to four schools serving 160 students. JAG programs are located in Jennings, Franklin, Jackson and Jefferson counties.

Regional youth programs and initiatives included: Summer Employment Opportunities Program, an Internship/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

Specialized Services and Outreach

In terms of employment services, over 700 jobseekers gained employment through WorkOne, with an average wage of \$12.62 an hour. Overall, 31% gained employment with an average wage of \$18.26 an hour or \$34,350 annually. Jobs gained cut across over twenty subsectors of the labor market, reflecting a highly diverse regional economy. Overall, the regional payroll impact totaled over \$15 million.

• Partnerships

- In partnership with Metro United Way, regional WorkOne offices continued their Career Launch training program. This program is offered free of cost to 18-25 year old residents of Clark, Harrison and Floyd counties. The workshops cover a variety of topics including: career exploration, Microsoft Office programs, personal finance, literacy, resume writing and interviewing.
- The regional Workforce Service Area board participated in the Education Matters initiative. The program is in its initial phase and is focused on addressing the area's educational attainment needs and challenges.
- In conjunction with the National Fund for Workforce Solutions project, the Workforce Service Area board collaborated with the National Fund for Workforce Solutions and WIRED65 workforce board partners to advocate for new public transit routes to River Ridge Commerce Authority and other major regional employers.
- Regional WorkOne offices partnered with the Harrison County Community Foundation and Harrison County Local Government for the Hand Up program. This program provides local gap funding and investments for Harrison County WorkOne adult learners in post-secondary or other training programs. To date, 13 participants have received approximately \$10,000 in scholarship funding.

• WorkOne Services Provided

Services provided through the local WorkOne offices are promoted through business retention and expansion contacts, networking events, and other public forums. During PY2012, business services:

- Completed 265 retention and expansion visits;
- Posted approximately 10,000 jobs in IndianaCareerConnect.com from 600 regional employers
- Organized 9 high-value business seminar events. These free seminars were designed to fulfill multiple WorkOne objectives: business outreach and continued engagement, incumbent worker training for middle to high level staff, and promote WorkOne's job seeker services. Representatives from 97 companies attended and received Human Resource Certification Institute (HRCI) certifications. These seminars have an estimated training value of over \$6,000.
- Coordinated 40 hiring events with 24 companies. These companies included Amazon's distribution center, which attracted over 1300 job seekers in a single day, and Goldman's Department store, where over 100 jobseekers were hired directly from this event.

• Customer Service Training Program

WorkOne Southern Indiana, in partnership with area employers, piloted a new Customer Service Training Program designed to assist job seekers in gaining skills needed for one of the area's most in-demand and skills-transferable occupations.

The intensive five-day program provided individuals with competency-based skills-building training that included keyboarding, Microsoft Office programs, telephone etiquette, sales techniques, handling call center scenarios, demonstration of customer service techniques, best practices in customer service, conflict resolution, and handling stress. Individuals who successfully complete the Customer Service Training Program are referred to area employers, as preferred applicants.

• Youth Services

The WorkOne Southern Indiana office held its first Youth Career Expo in April, 2013. Young adults were able to explore a variety of in-demand career options with area businesses and training institutions. In addition, a number of regional employers recruited at the event. Free workshops included resume writing, interview techniques, career exploration, and a session specifically addressing what skills employers are seeking. Attendees were provided an information packet to assist with career exploration.



WSA 11 – Southwest Indiana Workforce Service Area

Specialized Services and Outreach

• Partnerships

- WorkOne Southwest in partnership with Radius Indiana earned a University of Indianapolis Center of Excellence in Leadership of Learning (CELL) grant of \$75,000 to help eliminate remediation at the post-secondary level, expand meaningful targeted dual credits, and to develop innovative models of Career and Technical Education (CTE) for youth and adults.

To support the grant initiative, the Board collaborated with the I-69 Innovation Consortium Brainpower Sub-Committee to develop a culture and environment that supports a regional I-69 Innovation Corridor from Evansville to Crane. A second goal is to raise the Innovation Index Score by 20 percentage points by 2025. The Brainpower Task Force has formulated two teams; the Long-Term Visioning team is tasked with formulating ideas for the future of the corridor, and the Short-Term Team is working diligently on the immediate workforce pipeline needs and the CELL grant initiative.

- The Skills Training for Employers' Program (STEP) was implemented in PY 2012. The four-week intensive skills training program for individuals in entry-level manufacturing. During the previous program year, 33 of 40 participants entered into employment.
- The Hire a Hoosier Hero event was conducted to educate employers on how local resource agencies can assist in the recruitment and hiring of Veterans. The event attracted over 50 Human Resource professionals, and provided information about various agencies. Further, the HR professionals discussed connecting with companies to promote interest in hiring veterans.

• Youth Services

Public and private organizations are working creatively to improve the employment prospects of at-risk youth in the region. Youth Employment Services (YES) is targeted toward youth between the ages of 17 and 25, and at-risk youth that have dropped out of school prior to obtaining a high school diploma.

The YES program provides participants the opportunity to break barriers that prevent the attainment of education and skills needed for today's workforce. Additional funding is provided by private sector partners and community-based organizations for food, clothing, shelter, and healthcare assistance. Grants up to \$500 help fund transportation, child care or provide assistance to the individual with other barriers that limit employability.

WSA 12 – Marion County Workforce Service Area

Specialized Services and Outreach

• Hire Up Indy

In PY 2012, The City of Indianapolis created a Hire Up Indy Council to address critical issues in economic growth and career opportunities. The Council identified the lack of qualified applicants to fill available jobs as the single biggest issue facing growth. Commissioned research confirmed the results of the Council's analysis and showed fundamental misalignment of the talent demanded by employers and the output of secondary and post-secondary education. Some highlights include:

Demand:

- There is enormous demand for technical talent in healthcare, manufacturing, advanced manufacturing, life sciences, high technology, logistics, and alternative energy;
- More than 55% of advertised job postings in these industries are for technical-oriented jobs such as mechanical engineers, software systems analysts, and lab technicians; and,
- Most require specialized skills, and 75% require a postsecondary credential – a one year certificate, two-year or four-year degree and higher.

Supply:

- The adult workforce shows significant under-attainment in postsecondary education;
- The majority of students in two- and four-year colleges focus on non-technical fields;
- Thousands enroll in two-year colleges in technical fields, but few complete a degree or credential; and,
- Too few secondary school students select technical fields or gain the technical skills employers need.

In response to these facts and observations, Hire Up Indy will invest in programs and curricula that fill gaps, accelerate collaboration, and measure success in the following areas:

- Influence students and the workforce to make Smart Choices about careers and occupations;
- Establish employer-driven partnerships that build Skills that Matter in Central Indiana; and,
- Build Talent Highways enabling new and experienced workers to better access talent development, to accelerate degree and credential completion, and achieve career success.

• WorkOne Indianapolis

- More than 30,000 citizens receive services at WorkOne Indianapolis each year. PY2012 customer satisfaction rating exceeded 95%.
- Mobile WorkOne is 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. In 2012, the team averaged more than 130 stops monthly with 48% of clients entering training.
- WorkOne Indianapolis assisted approximately 4,500 adults and dislocated workers through core and intensive WIA services, with nearly 900 clients entering education programs in 2012. Programs, such as Vet-to-Vet Job Club, e4 (for workers impacted by the recession), Health Care Career Initiative, and PriorITize (IT training) connect clients to careers.

- **Healthcare Careers Initiative (HCCI)**

In PY 2012, HCCI developed a Health Care Advisory Council consisting of hiring managers from area hospitals, major home healthcare providers, long-term care providers, and educators. The Council provides insight into short- and long-term hiring changes, evaluates and provides feedback on curricula, and launched the healthcare “Hire Fair”. More than 30% of Hire Fair attendees walked away with job offers. Five hundred fifteen participants were projected to gain employment in healthcare following training, HCCI exceeded the goal assisting 787 participants in gaining employment.

- **PriorITize**

Region 12 is in its final year of funding for PriorITize, an IT training initiative made possible by a \$2.9 million award from the USDOL. This pipeline initiative increased the supply of the labor pool by training more than 300 unemployed, underemployed, and incumbent workers in IT and electronic systems industries. Training included accelerated, alternative, pilot, stackable and dual-credit educational programs in computer support, computer information technology, health information technology, and electronic systems technology. An emphasis on embedded skill-based credentials, coordination of work experience for participants, and job development has placed nearly 60% of completers in jobs to date, and has demonstrated increased graduation and completion rates for Ivy Tech Community College in comparable traditional programs.

- **Youth Services**

In 2012, Region 12 provided 10 junior and senior JAG classrooms in Marion County to serve over 500 students at area high schools. Program participants and educators earned numerous national awards. Two in-school JAG Specialists received the Outstanding JAG Specialist award based on their data management and contact hours. The Out-of-School JAG Program, YouthBuild Indy, earned JAG National’s coveted “5 of 5” award for the second year in a row and an Outstanding JAG Specialist award. Fifteen JAG students competed at the JAG State Career Development Competition with three students placing and three schools winning chapter competition awards.

- **Youth Works Indy**

This program is provided at no cost and is open to young adults, ages 18-21, who lack a high school diploma. While in the program, participants work towards earning either a diploma or its equivalent. Each participant will also receive work readiness training and will participate in a paid work experience.

WAIVERS

Waiver to Permit Indiana to Replace the Performance Measures at 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, regional workforce 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.

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.

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 “IN Training.” 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.

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).

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, helping the employer through the challenging times with higher skill levels, or become quickly reemployed should the risk for layoff come to fruition. DWD reported performance outcomes for any incumbent workers served under this waiver in the WIA Standardized Record Data system (WIASRD).

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 waiver permits Indiana to redirect Governor's Discretionary funds normally set aside for the required cost of operating the one-stop system and the fiscal and management account information system to activities that establish and promote continuous improvements of the statewide workforce investment system. The waiver was approved through June 30, 2013.

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 the State Workforce Innovation Council achieve its strategic goal of a cohesive workforce investment system that focuses on delivering high quality services with great efficiency.

Common Measures will be the mechanism that measures the affect of this waiver. Goals are set each year for each common measure and they may stay the same or be increased for the following year. The goals set standards for achievement within the workforce system. They are set through a negotiation process between the US Department of Labor and DWD and are based on a combination of economic factors.

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 4 of the 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

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

This waiver was previously granted. The State of Indiana did not seek a renewal and the approval period was allowed to lapse and expired on December 31, 2012.

OVERSIGHT DATA ELEMENT VALIDATION

The Wagner-Peyser data element validation was conducted and completed in August 2012. WIA data element validation was completed by Oversight Resolution in February 2013. TAA data validation was not completed for FY 2012 consistent with the USDOL waiver.

COST OF WIA PROGRAM ACTIVITIES

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

	Adult & Dislocated Worker Exiters (10/1/11 - 9/30/12)	Adult & Dislocated Worker Exiters with Positive Outcomes (10/1/11 - 9/30/12)	PY 2012 Expenditures	PY 2012 Cost per Positive Outcome
Adult Program	27,461	18,615	\$9,618,356	\$517
DW Program	9,868	7,096	\$19,121,094	\$2,695
	Youth Exiters (1/1/12 - 12/31/12)	Youth Exiters with Positive Outcomes (1/1/12 - 12/31/12)		
Youth Program	4,541	3,139	\$13,103,286	\$4,174

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 \$517. For dislocated workers, the cost per entered employment was \$2,695.

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 \$4,174.

WIA PERFORMANCE GOALS

PY 2012 WIA Performance Goals for Indiana WIBs and RWBs

	PY12 Goals
WIA Adults	
Entered Employment Rate	60%
Employment Retention Rate	81.7%
Average Earnings*	\$13,000
WIA Dislocated Workers	
Entered Employment Rate	65.5%
Employment Retention Rate	88%
Average Earnings*	\$15,500
Wagner-Peyser	
Entered Employment Rate	60%
Employment Retention Rate	81.7%
Average Earnings*	\$13,000
WIA Youth	
Placement in Employment or Education	59.7%
Attainment of Degree or Certification	54%
Literacy & Numeracy Gains	34%

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

PERFORMANCE RESULTS

Indiana’s statewide performance for PY 2012 reported in the appendix of this report includes all required cohorts for each measure.

EVALUATION OF STATE PROGRAMS

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

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

TABLE M: Participation Levels

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	212,899	190,534
Total Adults (Self Service ONLY)	175,203	160,919
WIA Adults	212,300	189,975
WIA Dislocated Workers	12,179	9,108
Total Youth (14-21)		
Younger Youth (14-18)		
Older Youth (19-21)		
Out-of-School	2,269	1,293
In-School Youth	3,224	1,586

TABLE N: Cost of Program Activites

Program Activity	Total Federal Spending
Local Adults	\$9,618,356
Local Dislocated Workers	\$19,121,094
Local Youth	\$13,103,286
Rapid Response (up to 25%) WIA Section 134 (a) (2) (B)	\$1,665,900
Statewide Required Activities (Up to 15%) WIA Section 134 (a) (2) (B)	\$3,255,768
Statewide Allowable Activiies WIA Section (a) (3)	Program Activity Description
Total of All Federal Spending Listed Above	\$46,764,404

TABLE 0: Local Performance: Center of Workforce Innovation, Serving Workforce Service Area 1

Local Area Name Northwest Indiana WIB	Total Participants Served	Adults	46,572
		Dislocated Workers	1,373
		Total Youth	798
		Younger Youth	
ETA Assigned Number 18145	Total Exiters	Adults	44,803
		Dislocated Workers	788
		Total Youth	444
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	60.0%	64.1%
	Dislocated Workers	65.5%	71.1%
	Older Youth		
Retention Rates	Adults	81.7%	85.0%
	Dislocated Workers	88.0%	89.7%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	\$13,000	\$13,240
	Dislocated Workers	\$15,500	\$15,979
Six Months Earnings Increase	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment	Younger Youth		
Placement in Employment or Education	Youth (14-21)	59.7%	68.2%
Attainment of Degree or Certificate	Youth (14-21)	54.0%	63.5%
Literacy and Numeracy Gains	Youth (14-21)	34.0%	37.2%

TABLE 0: Local Performance: Center of Workforce Innovation, Serving Workforce Service Area 2

Local Area Name Northern Indiana WIB	Total Participants Served	Adults	6,855
		Dislocated Workers	440
		Total Youth	490
		Younger Youth	
ETA Assigned Number 18150	Total Exiters	Adults	5,911
		Dislocated Workers	384
		Total Youth	278
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	60.0%	62.2%
	Dislocated Workers	65.6%	81.1%
	Older Youth		
Retention Rates	Adults	81.7%	82.5%
	Dislocated Workers	88.0%	89.5%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	\$13,000	\$11,881
	Dislocated Workers	\$15,500	\$13,968
Six Months Earnings Increase	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment	Younger Youth		
Placement in Employment or Education	Youth (14-21)	59.7%	62.9%
Attainment of Degree or Certificate	Youth (14-21)	54.0%	43.6%
Literacy and Numeracy Gains	Youth (14-21)	34.0%	21.1%

TABLE 0: Local Performance: Center of Workforce Innovation, Serving Workforce Service Area 3

Local Area Name Northeast Indiana WIB	Total Participants Served	Adults	10,606
		Dislocated Workers	2,062
		Total Youth	676
		Younger Youth	
ETA Assigned Number 18155	Total Exiters	Adults	4,533
		Dislocated Workers	1,549
		Total Youth	400
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	60.0%	70.5%
	Dislocated Workers	65.6%	76.3%
	Older Youth		
Retention Rates	Adults	81.7%	85.0%
	Dislocated Workers	88.0%	87.2%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	\$13,000	\$12,200
	Dislocated Workers	\$15,500	\$14,311
Six Months Earnings Increase	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment	Younger Youth		
Placement in Employment or Education	Youth (14-21)	59.7%	63.2%
Attainment of Degree or Certificate	Youth (14-21)	54.0%	63.9%
Literacy and Numeracy Gains	Youth (14-21)	34.0%	35.7%

TABLE 0: Local Performance: Center of Workforce Innovation, Serving Workforce Service Area 4

Local Area Name West Central WIB	Total Participants Served	Adults	24,149
		Dislocated Workers	1,893
		Total Youth	566
		Younger Youth	
ETA Assigned Number 18160	Total Exiters	Adults	21,490
		Dislocated Workers	916
		Total Youth	296
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	60.0%	68.6%
	Dislocated Workers	65.6%	76.1%
	Older Youth		
Retention Rates	Adults	81.7%	85.3%
	Dislocated Workers	88.0%	91.1%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	\$13,000	\$12,901
	Dislocated Workers	\$15,500	\$17,596
Six Months Earnings Increase	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment	Younger Youth		
Placement in Employment or Education	Youth (14-21)	59.7%	86.9%
Attainment of Degree or Certificate	Youth (14-21)	54.0%	86.7%
Literacy and Numeracy Gains	Youth (14-21)	34.0%	69.0%

TABLE 0: Local Performance: Center of Workforce Innovation, Serving Workforce Service Area 6

Local Area Name Eastern Indiana WIB	Total Participants Served	Adults	16,841
		Dislocated Workers	894
		Total Youth	485
		Younger Youth	
ETA Assigned Number 18165	Total Exiters	Adults	15,859
		Dislocated Workers	782
		Total Youth	243
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	60.0%	72.2%
	Dislocated Workers	65.6%	74.0%
	Older Youth		
Retention Rates	Adults	81.7%	85.7%
	Dislocated Workers	88.0%	88.7%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	\$13,000	\$13,143
	Dislocated Workers	\$15,500	\$14,292
Six Months Earnings Increase	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment	Younger Youth		
Placement in Employment or Education	Youth (14-21)	59.7%	73.7%
Attainment of Degree or Certificate	Youth (14-21)	54.0%	78.5%
Literacy and Numeracy Gains	Youth (14-21)	34.0%	40.4%

TABLE 0: Local Performance: Center of Workforce Innovation, Serving Workforce Service Area 7

Local Area Name Western Indiana WIB	Total Participants Served	Adults	9,267
		Dislocated Workers	307
		Total Youth	325
		Younger Youth	
ETA Assigned Number 18170	Total Exiters	Adults	8,656
		Dislocated Workers	158
		Total Youth	109
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	60.0%	80.5%
	Dislocated Workers	65.6%	85.6%
	Older Youth		
Retention Rates	Adults	81.7%	80.8%
	Dislocated Workers	88.0%	86.7%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	\$13,000	\$11,170
	Dislocated Workers	\$15,500	\$15,150
Six Months Earnings Increase	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment	Younger Youth		
Placement in Employment or Education	Youth (14-21)	59.7%	73.5%
Attainment of Degree or Certificate	Youth (14-21)	54.0%	81.3%
Literacy and Numeracy Gains	Youth (14-21)	34.0%	0.0%

TABLE 0: Local Performance: Center of Workforce Innovation, Serving Workforce Service Area 10

Local Area Name Northeast Indiana WIB	Total Participants Served	Adults	7,717
		Dislocated Workers	838
		Total Youth	77
		Younger Youth	
ETA Assigned Number 18175	Total Exiters	Adults	6,784
		Dislocated Workers	921
		Total Youth	37
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	60.0%	67.7%
	Dislocated Workers	65.6%	66.5%
	Older Youth		
Retention Rates	Adults	81.7%	81.7%
	Dislocated Workers	88.0%	81.8%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	\$13,000	\$12,248
	Dislocated Workers	\$15,500	\$12,071
Six Months Earnings Increase	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment	Younger Youth		
Placement in Employment or Education	Youth (14-21)	59.7%	71.4%
Attainment of Degree or Certificate	Youth (14-21)	54.0%	66.7%
Literacy and Numeracy Gains	Youth (14-21)	34.0%	17.6%

TABLE 0: Local Performance: Joint Workforce Investment Board, Servicing as the Balance of State Workforce Investment Board

Local Area Name Balance of State WIB	Total Participants Served	Adults	79,762
		Dislocated Workers	2,478
		Total Youth	1,321
		Younger Youth	
ETA Assigned Number 18135	Total Exiters	Adults	72,486
		Dislocated Workers	2,173
		Total Youth	593
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	60.0%	69.2%
	Dislocated Workers	65.6%	66.8%
	Older Youth		
Retention Rates	Adults	81.7%	82.9%
	Dislocated Workers	88.0%	86.4%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	\$13,000	\$12,402
	Dislocated Workers	\$15,500	\$14,447
Six Months Earnings Increase	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment	Younger Youth		
Placement in Employment or Education	Youth (14-21)	59.7%	77.4%
Attainment of Degree or Certificate	Youth (14-21)	54.0%	72.3%
Literacy and Numeracy Gains	Youth (14-21)	34.0%	33.8%

TABLE 0: Local Performance: EmployIndy, Servicing Marion County Workforce Service Area

Local Area Name Balance of State WIB	Total Participants Served	Adults	10,531
		Dislocated Workers	1,870
		Total Youth	754
		Younger Youth	
ETA Assigned Number 18140	Total Exiters	Adults	9,452
		Dislocated Workers	1,410
		Total Youth	477
		Younger Youth	
		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	60.0%	65.1%
	Dislocated Workers	65.6%	74.4%
	Older Youth		
Retention Rates	Adults	81.7%	86.5%
	Dislocated Workers	88.0%	76.5%
	Older Youth		
	Younger Youth		
Average Earnings	Adults	\$13,000	\$12,924
	Dislocated Workers	\$15,500	\$15,305
Six Months Earnings Increase	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment	Younger Youth		
Placement in Employment or Education	Youth (14-21)	59.7%	64.2%
Attainment of Degree or Certificate	Youth (14-21)	54.0%	66.7%
Literacy and Numeracy Gains	Youth (14-21)	34.0%	70.0%