



INDIANA  
**WORKFORCE**  
DEVELOPMENT

*Workforce Investment Act*

*Annual Report*

*Program Year 2006*

*July 2006 - June 2007*

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## **Commissioner's Message**

September 20, 2007

I am pleased to submit this year's installment of the Workforce Investment Act Annual Report for Program Year 2006, which documents the state's performance outcomes and provides a short narrative of our accomplishments over the last 12 months.



This report highlights the many strategic initiatives underway which seek to revamp our workforce delivery system, better align our economic and workforce development efforts, modernize our unemployment insurance system, and provide more training dollars to high growth and high demand occupational areas.

As we indicated in last year's report, these activities reflect an effort to better integrate the state's workforce system while implementing measures to increase our overall program efficiency and effectiveness.

They reflect an ongoing desire on the part of the state to become a global leader in the development and growth of a highly skilled workforce.

We look forward to continuing our work with the United States Department of Labor and our many other stakeholders and partners in creating a workforce development system that will lead to Indiana's economic comeback.

Sincerely,

Andrew J. Penca  
Commissioner

## **Modifications to Workforce Investment Act State Plan Approved**

On April 30, 2007, Indiana submitted the Strategic Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act, July 1, 2005 through June 30, 2009, Modification 3.

As Governor Mitchell E. Daniels, Jr. stated in the plan's cover letter:

*"This plan modification reflects a major component of the administration's Competitiveness Agenda, the Workforce Innovation in Regional Economic Development (WIRED) initiative. Beginning in Program Year 2005, Indiana began the process of regionalization. We realized structuring economic and workforce development efforts on a regional basis was critical to delivering services and competing in the global economy. We began to integrate resources within regions through implementation of a common reporting structure and staff training. Training has been targeted to high-wage, high-demand occupations. At the same time, we began aligning workforce development with economic development, business, education and other partners. We have started initiatives and reforms, incorporating greater competition and accountability, to create such alignment. Also, we are piloting programs and systems thereby introducing a variety of innovation so that Indiana's public workforce system can successfully support industry growth."*

Indiana's Strategic Plan Modification was approved by the U. S. Department of Labor on June 29, 2007.

## **Career Advancement Account Grants Awarded**

As part of the administration's Competitiveness Agenda, the Indiana Department of Workforce Development received a demonstration grant to pilot Career Advancement Accounts (CAA). CAAs are self-managed personal accounts designed to enable workers to access and fund a variety of job training and career advancement programs.

The Career Advancement Accounts project will be targeted to three distinct projects. Those are: 1) State administered CAAs for incumbent workers laid off from non-Trade Adjustment Assistance certified employers; 2) CAAs offered in conjunction with the Advanced Manufacturing Awareness and Image Campaign; and 3) Regionally- based Career Advancement Account demonstration projects.

The Department of Workforce Development awarded grants to four regions in the state which totaled \$944,000. Those funds will be matched by an additional \$710,300 by the regions. The grants have been awarded to:

- ◆ Grow Southwest Indiana Workforce Board, Inc., Evansville/Region 11, covering Southwest Indiana. The state grant is \$189,000 with a \$141,750 regional match, and will fund career advancement accounts for 60 residents.

- ◆ Alliance for Strategic Growth, Inc, Muncie/Region 6, covering East Central Indiana. The state grant of \$310,000 will be matched with a \$232,500 region match, and will fund career advancement accounts for 80 residents.
- ◆ Center of Workforce Innovations, Valparaiso/Region 1, covering Northwest Indiana. The \$70,000 state grant will be matched by \$54,800 by the region, and will fund career advancement accounts for 20 residents of the region.
- ◆ Partners for Workforce Solutions, Fort Wayne/Region 3, covering Northeast Indiana. The \$375,000 state grant is being matched by \$281,250 by the region, and will fund career advancement accounts for 125 residents of the region.

### **Hoosier Workplace Literacy Grants**

As a result of a grant awarded in August 2005, the Indiana Department of Workforce Development launched a new Workforce Literacy Initiative.

The purpose of the workplace literacy initiative is to raise the basic workplace

skill levels of Indiana workers while exploring the viability and effectiveness of different models of workplace basic skills education.

Ten organizations or consortia received grants under the initiative. Most of the training funded through this effort has been completed, or is in the final stages.

The Department also piloted a 21st Century Workplace Skills Certificate as a companion to the workplace literacy initiative. The certificate has three achievement levels. The competencies included in the credential are:

- ◆ Reading
- ◆ Math
- ◆ Communication
- ◆ Problem solving
- ◆ Critical thinking
- ◆ Digital literacy

Programs from the Comprehensive Adult Student Assessment System (CASAS) and the Internet and Computing Core Certification program (IC3) were selected as the tools to assess the competency levels of workers in these areas.

A final component of the Workforce Literacy Initiative is an evaluation by an independent organization. The evaluation will focus on two areas: outcomes of training participants and analysis of the models of workplace education which have been funded in the initiative.

Approximately 1900 incumbent workers have participated in the training. Most projects are ongoing through September 30, 2007.

**Preliminary Data on the Participants**

**Educational Status and Goals of Participants**

	Current	Educational Goal
No high school completion	4%	N/A
No interest in further education	NA	15%
High school diploma	52%	14%
GED	13%	3%
Attended college/tech school but no degree	18%	N/A
Vocational/trade certificate	7%	21%
Associate's degree	3%	26%
Bachelor's degree	3%	21%

A majority of the participants (65%) have either a high school diploma or GED. An additional 18 percent have attended some college or tech school but did not earn a degree. Only 4 percent did not complete high school and only 13 percent had some form of vocational/trade certificate or higher. The table entries confirm that this is a group interested in further education. Only 15 percent indicated they were not interested in further education while 21 percent wanted to obtain a vocational or trade certificate, 26 percent want to pursue an Associate's degree and 21 percent want to obtain a Bachelor's degree.

**Occupational Status and Goals of Participants**

	Current	2 years	5 years
Service	6%	2%	1%
Operative	49%	11%	6%
Clerical	3%	3%	3%
Technical	21%	16%	10%
Skilled	17%	26%	17%
Professional/management	5%	10%	26%
Other	N/A	5%	9%
Don't know	N/A	27%	27%

Most of the participants held jobs requiring minimal skills or training. Six percent of the respondents held service-related jobs, 49 percent of the participants held operative-related jobs and 3 percent held clerical jobs. When asked what occupational aspirations individuals had for two and five years into the future, the table shows a progression over time toward jobs requiring more education and skills training. Interestingly, the table also shows a high number of individuals that do not know what kind of job or work they would like to perform in the immediate future. This result would suggest that some emphasis needs to be placed in career exploration and counseling for this population of working adults.

Over 100 21<sup>st</sup> Century Workplace Basic Skills certificates have been awarded to date. Of these, approximately one-third of the certificates awarded have been at the Gold Level which includes IC3 certification, an internationally recognized credential.

### **SHARE Network Provides Access to Services and Job Resources**

Indiana residents now have a new tool to help them find jobs and access other services provided by faith and community-based groups, government agencies and other local organizations and institutions.

The state is participating in a new initiative sponsored by the U.S. Department of Labor called the SHARE Network (Sharing How Access to Resources Empowers).

A key element of the SHARE network is a new online resource directory that officials hope will become the state's most comprehensive listing of resources available to Indiana residents. Faith and community based groups, state and local government agencies and other local service providers have all been invited to register and list their services on the network.

A second service to be provided will focus on helping Hoosiers find new jobs through job matching services offered by the state's workforce development system. Using volunteers and computer support at local WorkOne offices, the service will offer Indiana residents looking for jobs access to various job matching services, unemployment insurance information and other services available through the workforce development system.

### **Strategic Skills Initiative**

The Strategic Skills Initiative continued during program year 2006 with the implementation of 46 specific initiatives to create new jobs and raise Hoosier income. This initiative identifies projected skills and occupational shortages in each region, and develops strategic initiatives by addressing the root causes of the shortages. The regional workforce boards in the eleven economic growth regions began implementing the initiatives through state grants totaling \$14.2 million. The regions estimate 6,300 workers have or will receive training under the program, with 3,650 earning either a nationally recognized credential or degree, and 2,350 ultimately placed in shortage occupations.

Of the 46 total solutions, 25 are funded through Workforce Investment Act funding. The key sectors targeted under the program include advanced manufacturing, biotechnology, health care, logistics, agribusiness, and entrepreneurship. Of those 25 solutions, most of the first year activity focused on building capacity and launching the training programs. Capacity building took place through the start of new training programs, the hiring of individuals, and purchase of equipment. Examples include new welding, logistics, and manufacturing programs and the recruitment of additional nursing faculty members and the purchase of mannequins for clinical training. Although most of the activity in the first year related to program development there are some significant outcomes.



During the first year of implementation, over 750 Hoosiers participated in WIA funded SSI activities. Of those participating in the program, nearly 600 were enrolled in specific training programs and 250 have completed those programs. At least 140 certifications were awarded during the first year of the program, and 11 individuals were placed or promoted into critical occupations.

The second year of the Strategic Skills Initiative will result in additional enrollments, completions, certifications, and job placements or promotions. The training grants will ensure that Hoosiers have access to high skill, high wage jobs for the future.

### **Training Acceleration Grants**

Established in 2005, the state's Training Acceleration Grant (TAG) program is designed to upgrade the skills of Hoosier workers and better position Indiana employers for economic growth. This is the state of Indiana's principal incumbent worker training program and has raised the skills of thousands of workers in Indiana.

Over \$19 million was awarded during program year 2006-07 to assist 308 employers and the construction trades industry in increasing the skills of 15,113 Indiana workers. Of those employers, roughly 51% were businesses with 100 or fewer employees.

The TAG program will continue to focus on small businesses. One strategy designed to ensure that the small business community participate in this program is the use of training alliances. Training alliances are typically collaborations of small to medium-sized firms, regionally located, which coordinate training activities. The award is made to an administrator and the participating employers are sub-grantees.

“Small businesses play a critical and often under-appreciated role in Indiana's economy, and it is important that they participate in the TAG program, said Andrew Penca, Commissioner of the Indiana Department of Workforce Development. “This is an important and effective tool to provide the small business community with the resources and tools to grow and be successful.”

A primary initiative for the coming program year will be to transition the supervision of the TAG program from the state to the regional operators. The goal is to match training funds to local economic development priorities and utilize the resources of the WorkOnes.

Indiana's return on investment is measured using one of the following four core objectives that are required to apply:

- 1. Increase personal income for Hoosier workers:** To meet this objective, wage increases must be awarded upon completion of the training. Documentation of the wage increases must be submitted to the Indiana Department of Workforce Development.

- 2. Promote small business:** To be eligible for this objective, an employer must have 100 or fewer employees. To achieve this objective, the grantee must demonstrate how the grant has improved the growth or success of the company.
- 3. Foster job retention and expansion:** To meet this objective, an employer must demonstrate that training is necessary to retain jobs or support an expansion. Increasing efficiency, improving competitiveness, and facilitating the use of new technology are some examples of meeting this objective. The grantee is required to report on the results of this objective to the Indiana Department of Workforce Development within three months after the grant has closed.
- 4. Close skill gaps identified through WorkKeys<sup>®</sup> assessments:** To meet this objective, an employer must have a WorkKeys<sup>®</sup> profile on file with the Indiana Department of Workforce Development and have employees who have identified skill gaps through WorkKeys<sup>®</sup> assessments. Upon conclusion of the training, the grantee is required to submit pre and post training assessment scores to the department.

The application process is simple and business friendly. To apply, employers are encouraged to go to the Department's website and complete an online pre-application.

### **Two Indiana Regions Continue Work on WIRED Projects**

Two Indiana regions are participating in a U.S. Department of Labor program designed to better coordinate the delivery of education, workforce and economic development services. The two regions, in North Central and Southwestern Indiana have received grants under the Workforce Innovation in Regional Economic Development initiative, or WIRED program. A consortium from 14 counties in North Central Indiana received a three-year \$15 million grant in early 2006, and a nine county group in South West Indiana was awarded a second generation \$5 million grant in 2007.

The consortia are engaged in a variety of projects designed to promote partnerships and strengthen collaboration to transform their regional economies.

In North Central Indiana, strategic partnership members include Purdue University, Workforce Development Strategies, Inc., North Central Indiana and Tecumseh Area Regional Workforce Boards, Lafayette-West Lafayette Economic Development Corporation, Greater Lafayette Venture Club, Lafayette School Corporation, Ivy Tech Community College, Indiana University Kokomo, Kokomo/Howard County Development Corporation, and several units of local government.

In South West Indiana, the grant was awarded to the Southwest Indiana Go (SWIGO), a consortium which includes the Southwest Indiana Regional Workforce Board, Evansville Regional Business Committee, Inc., University of Evansville, University of Southern Indiana, Vectren Corporation, Welbourn Foundation, Vincennes University, Ivy Tech Community College, the City of Evansville and numerous other organizations active in the economic development of Southwest Indiana.

**WIA Training Opportunities during Program Year 2006**

Indiana University Purdue University at Indianapolis’s School of Continuing Studies partners with the Indiana Department of Workforce Development to provide up-to-date training and professional development opportunities for employees of the state’s workforce development system.

The following table provides a summary of these activities during program year 2006:

Date	Speaker	Title	Synopsis
July 18, 19, and 20, 2006	Melanie Arthur	Business Services in the WorkOne of the Future	How business services provided in the WorkOne should change to meet businesses’ needs
August 2, 2006	Ricki Kozumplik	What’s Your Learning Style and Why Does It Matter?	Staff learned about different learning styles and how to use those to provide better customer service.
August 23, and 24, 2006	Ed Bell, Brad Taft, Mary Spink, and Sandra Moreland	Working with Diverse Populations in Indiana: Diversity Awareness Training	Staff learned about customers with special needs and how to provide exceptional services.
April 3, 4, 5, 9, and 10, 2007	Frank and Beth Lengel	Surviving and Thriving in a Case Management Environment	Staff learned the basics of case management.
April 20, 2007	At Work Solutions Staff	TrackOne Master User Training	Master User training on TrackOne functionality and program performance reporting was provided.

# WorkOne

## **Indiana's WorkOne Centers and WorkOne Express Sites**

In Indiana, each region has at least one chartered WorkOne Center and several chartered WorkOne Express sites. They are designed to meet the needs of customers through Employment Services (Wagner-Peyser), Unemployment Insurance, Workforce Investment Act services, and other partner programs.

At WorkOne Centers, the Employment Service, established and funded through the Wagner-Peyser Act, is a key partner, providing services through Indiana's Customer Self Service System (CS3). CS3 is the statewide computer job matching service that can be accessed either at the WorkOne locations or through the Internet. This electronic labor exchange system helps employers find new employees and helps job seekers post their resumes and seek new employment. During 2006, 9,831 employers listed job orders and the labor exchange system served 344,799 individuals.

## **TrackOne Case Management System**

A new case management system, named TrackOne, became operational for the Indiana Department of Workforce Development on July 3, 2006 for Workforce Investment Act and Trade Adjustment Assistance programs. Additional programs will be added within the next program year.

The new system streamlines the support system throughout Indiana with a goal of improving overall efficiency and effectiveness. The system supports program integration, compliance, contract management, and management information reports for a wide variety of programs. It supports all federal and state-eligibility based workforce programs as well as local programs regardless of the funding source.

## **Dislocated Workers and Rapid Response**

Staff from Indiana Department of Workforce Development's Career Services received and responded to 58 Worker Adjustment and Retraining Notification Act (WARNs). Regional Business Consultants and Career Services staff met with employers, unions, and community stakeholders to provide information and help design event-specific transition programs to assist with layoffs. The WARN notices were posted regularly on the Indiana Department of Workforce Development's web site.

Over 4,000 displaced workers received services during Program Year 2006. Services included one or more of the following: rapid response orientation sessions, workshops, and strategic planning sessions.

### **Trade Adjustment Assistance, Alternative Trade Adjustment Assistance, and Health Coverage Tax Credit Program**

Staff from the Indiana Department of Workforce Development provided the following Trade Adjustment Assistance activities during Program Year 2006:

- ◆ Received notification from the United States Department of Labor's Division of Trade Adjustment Assistance (DTAA) of 34 Indiana Trade Adjustment Assistance certifications covering over 5159 workers.
- ◆ Enrolled over 720 trade program certified workers into approved training and issued waivers for training for over 4144 workers.
- ◆ Exited 758 Trade Adjustment Assistance certified workers from training programs. Of those, nearly 500 received a license, certificate, or degree.
- ◆ Served over 300 additional workers in the Alternative Trade Adjustment Assistance (ATAA) wage subsidy program for older workers. Thirteen workers received their maximum benefit amount of \$10,000.
- ◆ Determined over 4,800 workers to be eligible for the Health Coverage Tax Credit (HCTC) program and transmitted their eligibility data to the Health Coverage Tax Credit operations center.

### **Veterans Workforce Investment Program Grant Awarded**

At the beginning of Program Year 2006, the Indiana Department of Workforce Development was awarded a Veterans Workforce Investment Program grant of \$750,000 from the U.S. Department of Labor to provide an array of career and job services to veterans residing in a 25-county area in central, north central and northeast Indiana. Indiana was one of twelve states receiving the competitive award. Under the grant, the state provides outreach, intake, pre-enrollment assessment, job placement service, job training, counseling, mentoring, supportive services and other assistance to Hoosier veterans. The grant supplements services already available to Hoosier veterans from the U.S. DOL and the Indiana Department of Workforce Development.

Through June 30, 2007, the program enrolled 380, and 293 were placed in employment. The federal program provides funding to meet the training and employment needs of veterans with service-connected disabilities, veterans who have significant barriers to employment, veterans who served on active duty during a war or in a campaign, and recently separated veterans.

A second year grant of \$750,000 was awarded in 2007, and the program continues to serve veterans in the same geographic areas into the second program year.

### **State Helps Returning Soldiers at Camp Atterbury**

During Program Year 2006, the Department of Workforce Development entered into an agreement with the U.S. Army and U. S. Department of Labor to ensure that employment, unemployment, reemployment, and training information was provided to all returning soldiers as they return to civilian life. The soldiers go through demobilization at Camp Atterbury in Edinburgh, Indiana, one of six demobilization sites throughout the nation which receives troops as they return from deployment.

Under the program, Department of Workforce Development personnel fill out a "Hire a Veteran Form" for all returning troops, and disseminate the forms to the U.S. Department of Labor VETS offices in the home states of the soldiers. A wide variety of additional informational services related to occupation and employment are provided to the returning service men and women. The Department has stationed a Local Veteran's Employment Representative at Camp Atterbury on a full-time basis.

### **Evaluation**

Evaluation began the fifth round of data element validation in October 2006 and completed the project in February 2007. Boards were notified where corrective actions were warranted and asked to remedy any problems in their data prior to final data submission for Program Year 2006.

As part of the Workforce Investment Act legislatively mandated incentive awards, the Indiana Department of Workforce Development released \$600,000 for successful performance to the workforce investment boards. The awards were for Program Year 2005 Workforce Investment Act performance. To qualify, the workforce investment board had to meet at least 14 of the 17 Workforce Investment Act measures, achieve no less than 80 percent of its goal for each of these 17 measures, and report data that was deemed valid during the data element validation that was conducted in Program Year 2005.

**Cost of Workforce Investment Act Program Activities  
Relative to Program Outcomes**

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

	Exiters (10/1/05 – 9/30/06)	Exiters (10/1/05 – 9/30/06) with Positive Outcomes	Program Year 2006 Expenditures	Program Year 2006 Cost per Positive Outcome
Youth Program	1,911	1,417	\$11,685,268	\$8,246
Adult Program	2,361	1,953	\$13,521,438	\$6,923
Dislocated Worker Program	1,966	1,685	\$10,142,960	\$6,020

Positive program outcomes for youth were considered employment, skill attainment, or credential attainment. 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 \$8,246.

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 \$6,923. For dislocated workers, the cost per entered employment was \$6,020.

**Performance Results**

Indiana's statewide performance for Program Year 2006 reported in the Appendix of this report includes all required cohorts for each measure. Indiana met 14 of the 17 federal performance criteria for Program Year 2006.

## Enhancement to Indiana's Labor Market Information Website

Indiana's labor market information web site, *Hoosiers by the Numbers*, [www.hoosierdata.in.gov](http://www.hoosierdata.in.gov) was launched in May 2006 and contains labor market data, statistics and trends compiled by Research & Analysis and the U.S. Department of Labor. This web site is part of a major upgrade of the content and usability of the labor market information data the department regularly compiles on Indiana's workforce.



The website offers several improvements over the previous version in that users can more easily sort and rank data, customize data in spreadsheet, text or PDF formats, and more easily make geographic comparisons. The data on the web site is used by economic development officials, researchers, policy-makers and other officials in a wide variety of economic development initiatives and community investment decisions.

In order to support the USDOL Employment & Training Administration with the WIRED Initiative and other regional efforts, the Department of Workforce Development has focused on providing new data and products to provide more level of detail at the county and regional levels.

These enhancements include:

- ◆ Customizable county-level labor market information
- ◆ Regional Profiles
- ◆ Regional Hoosier Hot 50 Jobs listings
- ◆ Regional "Up One Level" Reports



Other enhancements to *Hoosiers by the Numbers* include regular podcasts that summarize various articles published in *INContext*, a joint project of the Indiana Department of Workforce Development, the Indiana University Kelley School of Business and Indiana Economic Development Corporation. *INContext* provides more detailed and technical information on various workforce and economic trends and issues. It can be accessed at <http://www.incontext.indiana.edu/index.html>.

The Department has been tracking the number of hits that *Hoosiers by the Numbers* have received. From May 2007 to August 2007, this website has averaged 76,353 total pageviews per month. As a result of the County Highlights service and several other updates to the website, *Hoosiers by the Numbers* received 94,186 total pageviews in August 2007 alone.

Other noteworthy facts in regards to the *Hoosier by the Numbers* tracking information:

- The topics on the website with the most pageviews include: Simple Business Lookup, Occupational Employment Statistics (OES) wage data, and Local Area Unemployment Statistics (LAUS), with the web-based County Highlights publication gaining ground.
- Publication downloads with the most pageviews include: the older version of County Highlights, links to *INContext* articles written by IDWD staff, Indiana Employment Review, OES wage spreadsheets, and the Occupations and Starting Wages Report.
- Major referring sites include: the IDWD agency website, Learn More Indiana, STATS Indiana, and the Indy Star website.
- Although a majority of the website pageviews comes from the United States, *Hoosiers by the Numbers* receives hits from as far away as India, Ireland, Canada, and the United Kingdom.

### **County Highlights**

The Department of Workforce Development launched a new *County Highlights* feature on its website that was developed over the 2005-06 fiscal year. Since 1993, the annual publication *County Highlights* has provided a snapshot of critical population and workforce statistics for the State of Indiana and each of Indiana's 92 counties. Information provided includes an overview of the demographics and workforce of an area, population, size of the labor force and the industry mix of jobs and wages, presented in an easy-to-comprehend format of tables and graphs.

### **Hoosier Hot 50 Jobs**

Continuing and expanding on the statewide Hoosier Hot 50 Jobs report produced last year, the agency this year updated that report with 2004-2014 projections and created new regional versions of the listing. The Regional Hoosier Hot 50 Jobs listings reflect occupations which are expected to sustain substantial growth over the period and which pay wages at or above the Economic Growth Region's median wage.

## **Indiana's New Career Guide**

The Department of Workforce Development launched an analysis of high-wage, high-demand occupations in an effort to define occupational clusters in terms of their underlying skills. This analysis led to the identification of four skills pathways, or broad occupational groupings, based on differentiating skills: people, things, systems and information.

The new career guides are an extension of the Hoosier Hot 50 Jobs publication, providing in-depth information about job opportunities, career pathways, and educational requirements which will lead to high wage, high demand (hot) jobs. The guide focuses on the skills that are important to these jobs, and is targeted at workers in transition, students, and the underemployed. The pathways illustrate the "transferability" of skills from one job or career to another, and make the connection between education, and increased skills leading to higher wages.

The development of this new skills-based model involved a team effort, with outside collaboration from the Indiana Department of Education and the Indiana Commission on Higher Education, and internal collaboration from DWD's business consultants. The new model was developed after a thorough analysis of the skills that are vital to career success in high wage and high demand jobs. To illustrate this model, the DWD business consultants interviewed Hoosiers working in these careers. These personal testimonials are included in the career guide, illustrating that skills developed in one occupation will lead workers to a future career.

To promote the skill pathways, informational presentations were conducted to Indiana's workforce boards and WorkOne Centers. The guides have been distributed throughout the entire state of Indiana. Presentations were made at one-stop employment centers in all 11 of Indiana's Economic Growth Regions. This original tour of sites involved distribution of 1500 career guides. The guides have been so well received and sought after that DWD has now distributed over 23,000 guides to WorkOne Centers, community colleges, career centers, and rapid response dislocated worker events. The Skill Pathway concept and career guides were also presented to other Midwest state labor force directors and economic analysts at the regional ETA Workforce Information Conference in Chicago.

## **Up-One-Level Reports**

The Research and Analysis staff have updated a report of frequently listed jobs produced for each region to include related occupations, with slightly higher skills and/or training requirements offering comparable or higher pay. This report has been utilized very successfully at Rapid Response Events to provide dislocated workers with input on training and job search opportunities.

## **Podcasts**

In an effort to extend the agency's outreach to the "iPod generation," the Department of Workforce Development began adding podcasts to the Hoosiers by the Numbers website. Many of the topics for the podcasts often reflect new products or research which are also published in the monthly *INContext*, our collaborative effort with the Indiana Business Research Center.

## **Unemployment Insurance Modernization**

The Unemployment Insurance Modernization (UIM) Project is a multi-year initiative designed to upgrade and overhaul Indiana's unemployment insurance (UI) system.

The overall goal of this modernization effort is to develop a new state-of-the-art operating system, shifting from a paper-driven system to an online, automated program.

Already, several changes have been made, taking advantage of new technologies and efficiencies while making it easier for businesses and claimants to use. The old system had two strikes against it – it was built on old technology which made it inefficient from a management perspective, and it was not as customer-friendly as it could be. By building a brand new system, the state is able to address both of the old system's shortcomings.

“Uplink” was chosen as the name of the site that allows claimants and employers to file unemployment insurance data.

The UIM Project is being implemented in phases to develop and implement critical self service functions of the new system on a more aggressive timeline than the 2008 full implementation. Phases rolled-out during program year 2006 include:

### **Data Capture, Imaging and Workflow (DCIWF)**

The DCIWF component improves and automates the environment for receiving and processing incoming UI correspondence and forms. Data Capture provides the ability to scan, index and process data electronically. Imaging is provided via a repository of scanned incoming correspondence and forms for inquiry and retrieval. Workflow provides electronic routing of incoming work to the appropriate staff member.

The implementation of this new system is having a positive influence on the way the department does business internally. Paper documents are being replaced with images for processing which is speeding up processing and access to incoming documents. As the system is fully implemented managers will have real-time work distribution and workload monitoring to assist them in meeting performance.

### **Uplink Employer Self Service (ESS)**

Through Uplink ESS, Hoosier employers can now do the following online at anytime: register as new employers, register as employer agents, maintain their demographic information, and designate third party correspondence agents. In addition, employers can submit quarterly wage and contribution reports and make electronic payments online.

Employer access to online services provides up-to-date account status without the need for phone calls or correspondence by mail. The department benefits from a reduction of data entry for registrations and from the ability to receive employer's quarterly contribution and wage reports online.

### **Uplink Claimant Self Service (CSS)**

The Uplink CSS component provides user friendly internet access to the UI program. Benefits information is provided in a manner easy for claimants to understand and navigate. The system includes real-time establishment of claims and fact-finding for identified issues. UI claimants can file initial, reopened, and additional claims online as well as view claim status, claim weekly benefits, and view payments. When using the web, claimants receive immediate feedback regarding application issues and to correct these issues before their claims are processed. Staff members have electronic access to claimant information. Importantly, the time needed to perform fact finding for claims is being reduced significantly.

### **Planning and Development Work**

Extensive planning and development work continues on two major UIM initiatives which will roll-out in early PY 2007 – Adjudication Workflow and Large Scale Employer Separations.

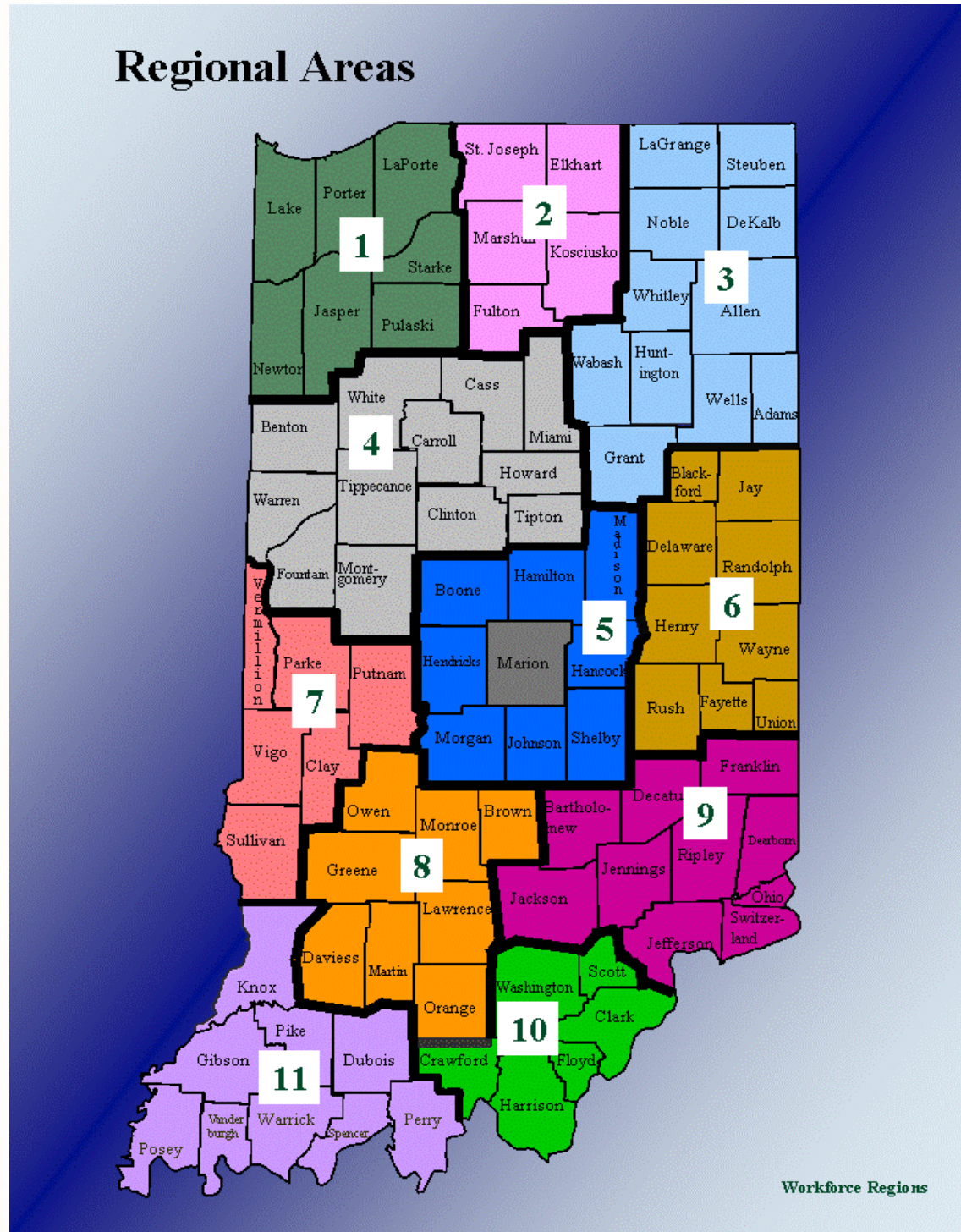
### **Adjudication Workflow**

This component will provide fully automated distribution of work within the Adjudication area. It will include intelligent skills and workload-based routing of work and allows staff to search for and work imaged documents online. The dynamic fact finding capabilities of the system will increase the amount and accuracy of the information collected early in the application process. The new features will result in a reduction of the number of unnecessary issues. These enhancements will speed up the adjudication process, resulting in improved services to claimants and employers.

### **Uplink Large Scale Employer Separations (LSES)**

The Uplink LSES component will address situations that exist at various times each year when plants close or shut down temporarily. During these times, the agency experiences higher volumes of initial claims. Uplink LSES will provide a solution for handling these seasonal spikes in workload and will reduce the amount of manual data entry associated with these claims. Participating employers will directly enter the names and information on employees that are affected in a mass layoff via lists that are pulled from wage files. A common format will allow employers to send this information electronically. This information will then be matched with claimant records to speed up decision making on their claims.

Indiana's Workforce Regions during Program Year 206



## Appendix - State of Indiana – Program Year 2006

**Table A: Workforce Investment Act Customer Satisfaction Results**

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level – American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	74.00	81.70	503	7,207	713	70.50
Employers	71.00	71.00	532	8,549	711	74.80

**Table B: Adult Program Results At-a-Glance**

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	82.0	86.8	2,050
			2,361
Employment Retention Rate	84.0	84.9	2,159
			2,544
Average Earnings	\$10,403	\$10,461	\$21,476,827
			2,053
Employment and Credential Rate	64.0	73.0	1,275
			1,747

**Table C: Outcomes for Adult Special Populations**

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
	Entered Employment Rate	81.4	206 253	87.7	136 155	81.2	134 165	80.2
Employment Retention Rate	80.9	228 282	77.7	115 148	83.1	143 172	84.5	93 110
Average Earnings	\$7,535	\$1,620,126 215	\$12,366	\$1,323,189 107	\$9,763	\$1,337,547 137	\$9,226	\$784,234 85
Employment and Credential Rate	69.5	141 203	67.0	61 91	65.2	58 89	70.4	19 27

**Table D: Other Outcome Information for the Adult Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
	Entered Employment Rate	88.9	1,048 1,179	84.8
Employment Retention Rate	87.5	1,308 1,495	81.1	851 1,049
Average Earnings	\$11,012	\$13,731,650 1,247	\$9,609	\$7,745,177 806

**Table E: Dislocated Worker Program At-a-Glance**

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	87.0	89.9	1,765
			1,964
Employment Retention Rate	91.0	92.3	1,761
			1,908
Average Earnings	\$14,544.0	\$13,652.4	\$23,140,857
			1,695
Employment and Credential Rate	62.0	69.7	783
			1,124

**Table F: Outcomes for Dislocated Worker Special Populations**

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
	Entered Employment Rate	88.1	163 185	85.4	88 103	83.4	226 271	82.2
Employment Retention Rate	87.7	164 187	92.4	110 119	90.6	212 234	91.3	42 46
Average Earnings	\$15,560.6	\$2,443,006 157	\$13,108.9	\$1,389,540 106	\$11,897.9	\$2,331,997 196	\$11,501.9	\$471,579 41
Employment and Credential Rate	63.5	80 126	66.0	33 50	62.4	73 117	72.2	26 36



**Table G: Other Outcome Information for the Dislocated Worker Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	90.7	941	89.0	824
		1,038		926
Employment Retention Rate	92.7	914	91.9	847
		986		922
Average Earnings	\$ 13,602.2	\$11,806,696	\$13,705.2	\$11,334,161
		868		827

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

	Negotiated Performance Level	Actual Performance Level	
Placement In Employment / Education	0.0	71.9	1,003
			1,395
Attain Degree / Credential	0.0	62.8	596
			949
Literacy / Numeracy Gains	0	0	0
			152

**Table H 2: Older Youth (19-21) Results**

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	73.0	79.6	549
			690
Employment Retention Rate	84.0	87.5	594
			679
Six Months Earnings Increase	\$ 3,200.0	\$ 2,767.4	\$ 1,721,300
			622
Credential Rate	48.0	51.6	481
			932

**Table I: Outcomes for Older Youth Special Populations**

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
	Entered Employment Rate	76.2	144 189	100.0	1 1	70.3	51 74	80.3
Employment Retention Rate	83.3	145 174	0.0	0 0	84.7	50 59	87.8	531 605
Six Months Earnings Increase	\$2,794.9	\$444,384 159	\$0.0	\$0 0	\$2,671.5	\$138,919 52	\$2,620.6	\$1,457,071 556
Credential Rate	56.5	122 216	50.0	1 2	38.6	34 88	52.4	428 817

**Table J: Younger Youth Results At-a-Glance**

	Negotiated Performance Level	Actual Performance Level	
		Skill Attainment Rate	87.0
Diploma or Equivalent Attainment Rate	60.0	64.4	419 651
Retention Rate	62.0	72.6	459 632

**Table K: Outcomes for Younger Special Populations**

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	68.7	343	70.5	457	64.8	411
		499		648		634
Diploma or Equivalent Attainment Rate	56.6	60	65.0	89	43.1	84
		106		137		195
Retention Rate	73.1	76	69.2	83	70.8	172
		104		120		243

**Table L: Other Reported Information**

Report Information	12 Month Employment Retention Rate		12 Month Earnings Change (Adults and Older Youth) or 12 Month Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages at Entry into Employment for Those Individuals Who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
	Adults	85.0	2,052 2,414	\$3,647	\$8,282,496 2,271	2.6	53 2,050	\$4,811	\$9,396,268 1,953	25.6
Dislocated Workers	91.2	1,703 1,867	92.3	\$23,338,939 \$25,278,393	1.4	24 1,765	\$6,294	\$10,593,414 1,683	21.6	195 902
Older Youth	83.6	556 665	\$3,010	\$1,809,036 601	1.5	8 549	\$2,690	\$1,398,667 520	0.0	0 0

**Table M: Participation Levels**

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	34,569	21,334
Total Adult (Self-Service Only)	25,393	16,557
WIA Adult	31,158	19,565
WIA Dislocated Workers	4,189	2,050
Total Youth (14-21)	3,893	1,895
Younger Youth (14-18)	2,269	882
Older Youth (19-21)	1,624	1,013
Out-of-School Youth	1,740	1,170
In-School Youth	2,111	695

**Table N: Cost of Program Activities**

Program Activity		Total Federal Spending
Local Adults		\$13,521,438
Local Dislocated Workers		\$10,142,960
Local Youth		\$11,685,268
Rapid Response		\$ 3,214,619
Statewide Required Activities		\$ 402,743
Statewide Allowable Activities	Strategic Skills Initiative	\$ 1,497,809
	Other Program Activities	\$ 1,662,549
Total of All Federal Spending Listed Above		\$42,127,386

**Table O: Summary of Each Local WIB's Performance**

**Marion County Workforce Investment Board—Program Year 2006**

Local Area Name <u>MARION COUNTY WIB</u>	Total Participants Served	Adults	2,634
		Dislocated Workers	315
		Older Youth	332
		Younger Youth	217
ETA Assigned Number 18055	Total Exiters	Adults	1,577
		Dislocated Workers	149
		Older Youth	281
		Younger Youth	137
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	74	74.9
	Employers	71	67.0
Entered Employment Rate	Adults	82	86.8
	Dislocated Workers	87	89.0
	Older Youth	73	75.6
Retention Rate	Adults	84	79.0
	Dislocated Workers	91	88.0
	Older Youth	84	89.8
	Younger Youth	62	72.8
Average Earnings	Adults	\$10,403	\$11,006
	Dislocated Workers	\$14,544	\$13,722
Six Months Earnings Increase	Older Youth	\$3,200	\$2,460
Credential/Diploma Rate	Adults	64	77.8
	Dislocated Workers	62	63.4
	Older Youth	48	45.9
	Younger Youth	60	72.9
Skill Attainment Rate	Younger Youth	87	82.8
Placement In Employment / Education Rate	Youth (14-21)	0	73.8
Attain Degree /Credential Rate	Youth (14-21)	0	69.0
Literacy / Numeracy Gains	Youth (14-21)	0	0

**Table O: Summary of Local Performance (continued)**

**State Workforce Innovation Council as the Balance of State  
Workforce Investment Board—Program Year 2006**

Local Area Name <u>INDIANA BALANCE OF STATE</u>	Total Participants Served	Adults	28,524
		Dislocated Workers	3,566
		Older Youth	1,326
		Younger Youth	2,087
ETA Assigned Number 18115	Total Exiters	Adults	17,988
		Dislocated Workers	1,782
		Older Youth	732
		Younger Youth	745
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	74	82.9
	Employers	71	71.9
Entered Employment Rate	Adults	82	86.8
	Dislocated Workers	87	90.1
	Older Youth	73	81.2
Retention Rate	Adults	84	85.6
	Dislocated Workers	91	92.6
	Older Youth	84	86.6
	Younger Youth	62	72.6
Average Earnings	Adults	\$10,403	\$10,401
	Dislocated Workers	\$14,544	\$13,449
Six Months Earnings Increase	Older Youth	\$3,200	\$2,890
Credential/Diploma Rate	Adults	64	72.3
	Dislocated Workers	62	70.4
	Older Youth	48	53.8
	Younger Youth	60	62.5
Skill Attainment Rate	Younger Youth	87	72.6
Placement In Employment / Education Rate	Youth (14-21)	0	71.3
Attain Degree /Credential Rate	Youth (14-21)	0	61.4
Literacy / Numeracy Gains	Youth (14-21)	0	0.0