



WIOA Annual Performance

Report Narrative

Program Year 2021
(July 1, 2021 - June 30, 2022)



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Appendix I: Waivers

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1.1: Waivers – Detail each waiver the state had in place for at least one program year.

1.1(a): Waiver to Require that State and Local Areas Spend 75 percent of the Governor's Youth Reserve on Out of School Youth

Indiana Workforce Development Boards (WDBs), or local areas, in WDB regions 3, 5, and 6 utilized a Waiver associated with the requirement at WIOA Section 129(a)(4)(A) and 20 CFR 681.410 that the state and local areas expend 75 percent of Governor's reserve youth funds and local formula youth funds on out-of-school youth during PY 2021. These WDBs continue to receive decreased funding for support of in-school youth programming such as Indiana's Jobs for America's Graduates (JAG) program; funding decreases were due to COVID-19 reversions affecting state sponsored funding and Workforce Innovation and Opportunity Act (WIOA) formula youth allocations.

The WDBs in Indiana rely on programs like JAG, which is a 40-year nationally recognized workforce preparation and dropout prevention program, to improve high school graduation rates, increase post-graduation employment, and to increase access to, and utilization of, post-secondary education and training by Indiana's new high school graduates. Despite the overall reduction in funding to WDBs for youth services, which has continued for three (3) years, regional workforce boards were able to utilize the Waiver on Youth Funding Expenditures to ensure that Indiana's JAG program continues to outperform both peer states and Indiana's own programmatic goals. During WIOA Program Year (PY) 2021 (PY21) Indiana's JAG program was able to achieve the following results for Hoosier students:

Graduation Rate 94%

Entered Employment 69%

Full-time Employment 85%

Full-time Positive Outcomes 82%

Post-Secondary Outcomes 39%

The most notable improvement from PY 2020 (PY20) to PY21 is the increase in post-secondary education matriculation and retention, which rose by 6% from the prior year. Also of note, JAG Indiana students continue to outperform all other JAG affiliated states in scholarship funds secured for post-secondary enrollment, to the tune of \$24 million for the Class of 2022. These funds reflect strong partnerships between our in-school JAG programming and Indiana's higher education system, including the 21st Century Scholars program.

The flexibility allowed by the Waiver on Funding Youth Expenditures has contributed to the success of Indiana's JAG program—a program that serves over 65,000 at-risk youth annually across the national network—by allowing JAG to continue in-class instruction, student mentoring, and participant follow-up services. Included in JAG outcomes are nearly 2,500 in-school youth in the follow-up phase of services and over 4,000 junior and senior students in classrooms across the state. The 94% graduation rate is 8% better than that of all Indiana Class of 2021 high school seniors, and 12% better than all low-income high school students in Indiana.

Additionally, enrollment partnerships with the state's Vocational Rehabilitation Pre-Employment Transition program have created more equity in access for students with Individualized Education Plans (IEPs) or 504 plans to enroll in JAG classes; 94% of these JAG students graduated high school, compared to 74% of their special education peers *not enrolled* in JAG.

These outcomes demonstrate the effectiveness of Indiana's JAG program, effectiveness made possible in part by utilization of the Waiver on Funding Youth Expenditures, at reducing the state's overall high school dropout rate, while also preparing participants for entry into the 21st century workforce.

JAG has proven to be a transformative program for youth participants, such as our PY21 JAG Indiana Outstanding Senior from Kokomo High School, who prior to JAG had struggled with numerous mental illnesses, poor grades, and low grade point averages (GPAs). This Outstanding Senior stated that she, “didn’t want to prepare; didn’t want to go to college; (and) didn’t want to do anything. (However), JAG helped me realize that I can have a future, and it’s not too late. My

JAG class and everyone who's in JAG, they're family." While in school, she was involved in yearbook and was president of her JAG career association at Kokomo High School.

She currently attends IvyTech Community College in Kokomo and is studying to become a Certified Nursing Assistant (CNA). She ultimately wants to be a labor and delivery nurse.

1.1(b): Waiver on WIOA State Board Membership Requirements

Progress toward achieving the goals and performance outcomes in ETA's letter of approval and set out in the waiver request.

During the 2018 Legislative Session, the Indiana General Assembly created the Governor's Workforce Cabinet (GWC) and designated it with the responsibilities of the state workforce board in addition to assigning GWC the authority to direct the state agencies required to strategically address current and future workforce and education needs.

The Cabinet is experiencing continued success and has met the goals established for PY21 by continuing to bring together key partners, determine strategy and drive change for individuals and employers. The Cabinet is comprised of 31 members, representing different areas of the state, and includes business and community leaders, K-12 representatives, appointees from postsecondary institutions, Indiana lawmakers and experts from state agencies.

The Cabinet has been successful in breaking down bureaucratic silos that previously existed and the work of the Cabinet is moving forward with purpose and intensity following the COVID-19 pandemic. Collaboration and engagement have never been higher.

In PY21, the Governor appointed a new chairperson and executive director, both with private sector and government experience.

Addressing feedback provided by DOLETA pursuant to the approved 2022 waiver request, the Cabinet appointed two state representatives to provide unique representation for adult education and vocational rehabilitation.

In addition, seven board members were added during this time frame to address vacancies and term limits.

With additional Cabinet appointments, industry/employer representatives remain a majority. Toward the end of PY21, industry representatives worked closely with the Chair and Executive Director to lead member working groups, which have culminated in the Cabinet's first formal set of legislative recommendations. These recommendations were prepared for the Governor and Indiana General Assembly and propose solutions for helping employers find skilled workers, removing barriers to employment for potential workers and preparing the future workforce.

In addition, Cabinet meetings have been restructured to meet in Indiana's 12 economic development regions, with the intent of learning about each region's unique strengths, challenges and programs producing successful outcomes. The local workforce board presents an overview of the region, including local data and how that compares to state numbers. In addition, a local employer showcases an initiative that is taking a novel approach to workforce and education issues. Local business and civic leaders, economic development organizations, postsecondary institutions and community partners from the local region attend and discuss priority topics with Cabinet members. Where opportunities exist to champion and replicate regional success, or identified barriers can be addressed, the Governor's Workforce Cabinet can serve as a change agent.

As the eligible agency for Perkins, the Cabinet's CTE staff fully redesigned 65 secondary programs of study – "Next Level Programs of Study" – which fully launched in the 2022-2023 school year. The Cabinet's placement at the intersection of K-12, postsecondary training and workforce has allowed the CTE team to bring together the right stakeholders to execute the vision laid out by one of the Cabinet's initial working groups (the "CTE Action Team").

The current structure of the approved 2022 waiver includes projected programmatic outcomes. Future annual report submissions will include quantifiable goals including:

1. Increase Indiana's educational attainment rate with a specific goal of having 60% of Hoosiers with a quality credential beyond high school by 2025. Consistent with its Perkins submission, Indiana will target an 8% increase in credential attainment over the waiver period.
2. Expand work-based learning opportunities for both youth and adult populations. Indiana will target a 6% increase in work-based learning participation over the waiver period.
3. Increase employer engagement with a focus on engagement with minority-, women- and veteran-owned businesses. Indiana will target a 10% increase in employer engagement over the waiver period.

1.2: Employer Performance Indicators – Identify Two Approaches Chosen for the Effectiveness in Serving Employers Performance Indicator Pilot

The purpose of engaging Hoosier businesses is to address the needs of businesses, workers, and communities to promote long-term economic stability, competitiveness, and growth.

DWD deployed the following two approaches:

- **Repeat Business Customers** (Approach 2)—addresses efforts to provide quality engagement and services to employers and sectors and establish productive relationships with employers and sectors over extended periods of time; and
- **Employer Penetration Rate** (Approach 3)—addresses efforts to provide quality engagement and services to all employers and sectors within a State and local economy.

In support of, and in alignment with, our State Plan, DWD developed the following strategies:

- Crafted our “Top Hoosier Businesses” targeting list to develop deeper partnerships over the next two years. Data analytics for the list includes Dun & Bradstreet (D&B) Market Insight data that focuses on growing XBE's; Next Level Jobs (NLJ) partners; IEDC projects and others, across Small, Medium, and Large sized businesses. Roughly 500 Hoosier Businesses will be included in invigorated outreach for the next two years. Over \$7M in Employer Training reimbursement have reached Minority, Women and Veteran businesses over the past two rounds, thanks to new business analytics.
- DWD embedded Employer Engagement key performance indicators (KPIs) in human resources (HR) performance since 2020, which included launching a “Business Resource Guide” to foster better understanding of Indiana's workforce services for Hoosier businesses, and to generate new business leads. In doing so, we expended all funding for NLJ's Employer Training reimbursement each program period; and expanded WIOA service delivery beyond NLJ by 10%. A new talent matching platform, Hoosier Talent Network (HTN), was developed and launched in 2021, with over 70,000 candidates, and 3,000+ businesses in the system currently, to enhance business connectivity and engagement.
- Ongoing regional direction to effectively serve Hoosier Businesses in Indiana. By focusing heavily in the “Retention” area we will expand service delivery and community impact. Employer Engagement team continues to provide ongoing individual collaboration with Business Consultant partners. Indiana's Business Services Client Relationship Manager (CRM) contains over 17,000 current Business Accounts and over 100 business facing users. D&B Optimizer, quality matching for data entry in business accounts, launched in Q1 2021 to provide increased business intelligence and significantly reduce duplicate business partner entries statewide.
- “Virtual Business Service” meetings occur for 60 minutes, monthly, and ongoing communications, awareness, and real-time collaboration cascades into a statewide MS Teams channel. DWD will layer new communications into new Indiana Chamber of Commerce collaboration, also planning, for Q4 2022, a community impact webinar to showcase work-based learning (WBL) in Indiana.

- New partnership with the Indiana Chamber of Commerce, launched in February 2022, to showcase DWD as a key partner in new business approaches. DWD will market connectivity in “HR Monthly Messenger” and “Chamber Insider Newsletter” to solicit innovative practices in talent sourcing and WBL, along with direct email marketing. Placed business facing advertisement in the February “BizVoice” magazine, on page #3, to generate new connectivity with Indiana Chamber business members. In person convenings include the IN Chamber’s annual HR Conference and Workforce Summit with a 750-person combined reach with both in-person and on-demand availability. Overall audience includes 25,000+ business leaders, members, and investors.
- In November 2021, DWD was honored to be a part of Operation Allies Welcome! Former DWD Commissioner Fred Payne saw the immediate need for the agency to get involved as employment is one of the key factors for a family to thrive and be self-sufficient. We know how important a talented workforce is to the success of Hoosier businesses and communities across Indiana. By connecting and engaging, strong, successful partnerships were created. At this point, all 7,200 Afghan guests that called Camp Atterbury home have now resettled across the United States. We were excited to welcome 700 new Hoosiers to our communities, forging 400 initial connections with Hoosier businesses, developing into over 100 engaged companies interested in hiring talent from this community.
- DWD recently formed the Workforce Solutions and Engagement team, which focuses on volunteerism, workforce education, work-based learning, and business engagement. It is about listening to businesses and ensuring their connectivity to our local workforce board partners to help inform the critical talent supply chain work being delivered in the WorkOne development system, to ensure occupational demands are being met. What we have heard from business and industry, is that we still need more work-based learning opportunities, like SEALs and RAP’s, so we are working very closely with three other areas within DWD to accomplish this.

Program Success Story, the Next Level Jobs: Employer Training Grant (ETG):

More than one million jobs must be filled in Indiana over the next 10 years. To help Hoosier employers fill these jobs, Indiana has created the Employer Training Grant (ETG), which reimburses employers who train, hire, and retain new or incumbent workers to fill in-demand positions within recognized job fields. The Employer Training Grant is available to help fill in-demand positions within six priority sectors. The grant will reimburse employers up to \$5,000 per employee who is trained, hired, and retained for six months, up to \$50,000 per employer.

Employer Participation by Region

Region	Aug 1, 2017 – Jun 30, 2019 (Rounds 1.0 / 2.0)	Jul 1, 2019 – Jun 30, 2020 (Round 3.0)	Jan 1, 2020 – Dec 1, 2020 (Rapid Recovery – CARES, Round 4.0)	Jul 1, 2021 – Jun 30, 2022 (Round 5.0)	Total – Since Program Start
1	17	14	38	10	79
2	34	26	72	0	132
3	51	57	118	46	272
4	26	28	41	31	126
5	49	61	139	85	334
6	21	18	34	0	73
7	9	6	21	9	45
8	14	7	16	13	50
9	28	18	46	32	124
10	10	13	25	14	62
11	28	38	66	46	178
12	57	37	87	51	232
Total	344	323	703	337	1707



1.3: Brief Descriptions

1.3(a): Current or planned evaluation and research projects, including methodologies

DWD continued its Federal Quarterly Performance Report Dashboard (<https://www.in.gov/dwd/performance/federal/>) in PY21. This dashboard allows staff and workforce partners to quickly analyze both individual quarter and yearly rolling WIOA performance data for local areas in one location.

Indiana's Legislative Service Agency (LSA) conducted virtual interviews with agencies and providers, examined state and national survey data, and reviewed relevant literature to complete the Indiana Workforce-Related Program Report.

DWD also utilizes both WIOA and non-WIOA data to measure the effectiveness of its programs in serving the needs of both Hoosiers and Indiana's employers. DWD continues to publish its annual Workforce Programs Report (<https://www.in.gov/dwd/files/2021-State-of-the-Indiana-Workforce-Report.pdf>) that tracks expenditures, participation, and outcomes for all DWD programs. The report is designed to help legislators and administrators analyze all of Indiana's workforce programs based on outcomes that are closely aligned to WIOA performance metrics.

The Indiana State Legislature conducts an annual review, analysis, and evaluation process for Indiana's workforce and workforce related programs. The Office of Fiscal and Management Analysis (OFMA), a division of Indiana's Legislative Services Agency (LSA), conducted this review during PY21. This review can be retrieved at http://iga.in.gov/legislative/2020/publications/workforce_program_review/.

Indiana also compiled our annual Indiana Economic Analysis Report, which is used industry, employment, and other labor market information made available through the US Department of Labor (USDOL)

1.3(b): Efforts to coordinate the development of such of such projects with WIOA core programs, other state agencies, and local boards

Indiana's Legislative Service Agency (LSA) conducted virtual interviews with agencies and providers, examined state and national survey data, and reviewed relevant literature to complete the Indiana Workforce-Related Program Report.

1.3(c): A list of completed evaluation and related reports and links to where they were made accessible to the public electronically

- **Indiana Workforce Programs Report:** <https://www.in.gov/dwd/files/2021-State-of-the-Indiana-Workforce-Report.pdf>
- **Federal Performance Metrics Dashboard:** <https://www.in.gov/dwd/performance/federal/>
- **LSA 2021 Indiana Workforce-Related Program Review:** https://iga.in.gov/legislative/2020/publications/workforce_program_review/#document-c6bfb9fe
- **LSA 2022 Indiana Workforce-Related Program Review:** https://iga.in.gov/legislative/2020/publications/workforce_program_review/#document-7a7cd79e
- **2021 Indiana Economic Analysis Report:** see appendix.
- **2020 (previous year) Indiana Economic Analysis Report:** https://www.hoosierdata.in.gov/docs/annual_econ_analysis/ETA_INDIANA%20ECONOMIC%20ANALYSIS%20REPORT%20PY2020.pdf

1.3(d): State efforts to provide data, survey responses, and timely site visits for federal evaluations

DWD continues to provide ongoing data and support to the US Department of Labor (USDOL), including, and corresponding to, scheduled site visits and federal monitoring.

1.3(e): Any continuous improvement strategies utilizing results from studies and evidence-based practices evaluated

The agency continues to develop internal and stakeholder/partner metrics to measure efficacy of workforce programs across the state. The metrics and reports listed in Section 1.3(c) are utilized as measures for continuous improvement.

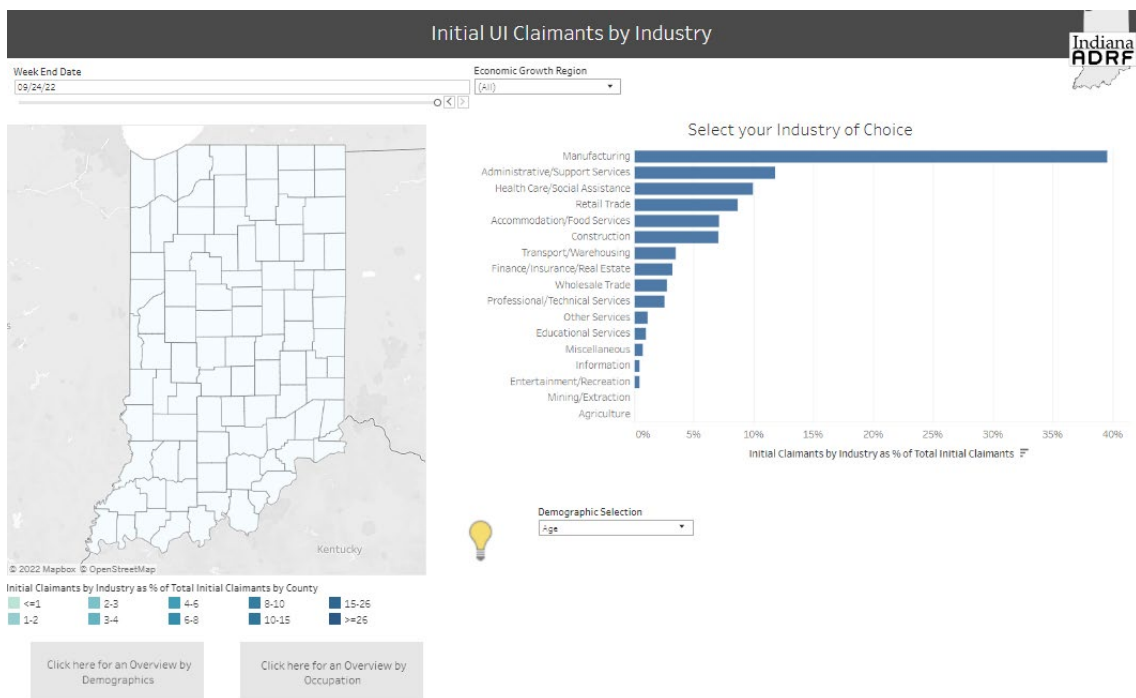
In partnership with the Coleridge Initiative and their Administrative Data Research Facilities (ADRF – Coleridge Initiative), DWD developed Unemployment Insurance Claimant Dashboards with Demographic, Industry, and Occupation data to identify areas across the state with high need within industry, demographic criteria, and occupation. The statistics are generated from the initial and continued claims reported to ETA. The creation of this dashboard was the immediate response to the agency's leadership growing need to understand weekly claimant data in a quick and easily understandable manner. The dashboard continues to be updated weekly. It can be accessed through a password-protected interface and thus allows the user to view the data at a less-suppressed level than what would be available to the public.

Dashboards created include initial and certified (continued) weekly Unemployment Insurance (UI) claimants data from January 2020 through September 2022:

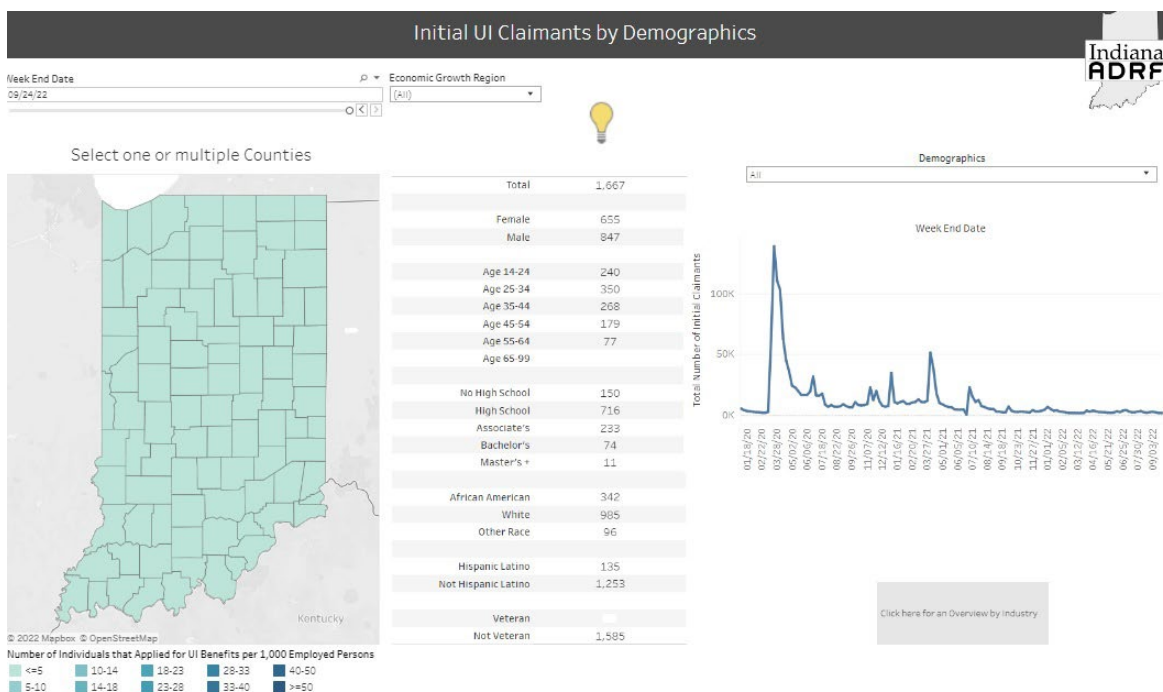
- UI Claimants by Occupation;
- Distribution of UI claimants in Indiana by Industry;
- UI Claimants by Demographics (see graphic below for initial claimants)

At the occupation level, users can select a county to determine the number and percent (%) of claimants within specific occupation groups and industry families using week ending data reported to ETA. Time series data is available at the occupation family level to determine historical impact across occupations. Indiana UI claimants' data is available by county and by Economic Growth Region. Users can select non-neighboring counties and Economic Growth Regions for comparison. Similar dashboards have been created for Illinois and Tennessee. Indiana has access to both Illinois' and Tennessee's dashboards for weekly breakdowns for certified (continued) UI claimants by demographics and industry.

Industry-level dashboard displays industry of choice with percent (%) of total initial claimants by county, initial claimants by industry as a % of total initial claimants.



Demographic dashboard for Initial UI Claimants includes county level demographic breakdown of gender (M/F), age range, education attainment level, veteran status, ethnicity, and race by week ending report to ETA.



In addition to DWD's continued participation in the ADRF, Indiana's Regional 2021 Performance Grant (PSG 21) Application process provided DWD information from several regions which indicated that Case Management training for our WorkOne (AJCs) staff was needed. Regional personnel noted that staff turnover and monitoring case notes of incumbent staff demonstrated a need for case management training for all staff.

Instead of awarding PSG 21 funding to multiple regions to procure case management training, DWD decided to form a focus group made up of regional personnel and DWD staff to determine what the case management training curriculum needed to entail. DWD found already created training through funding from USDOL which met our case management training needs and was available to us at no cost. The new DWD LMS will launch later this year.

While the Indiana State Personnel Department (SPD) has a learning management system (LMS) platform for state employees, the SPD platform will not support learners who do not have an Indiana government (.in.gov) email address. This limited DWD's ability to use this platform to train both state, and non-state WorkOne staff. Therefore, to be able to build our case management training to sit on a LMS for easy access by all learners, DWD procured both a vendor to build the training and an LMS platform for the agency.

The first training on the DWD LMS platform for WorkOne staff will be a training that USDOL and Maher and Maher created for Vocational Rehabilitation (VR) and DWD. Case management training will be a cross training event between Indiana VR staff and DWD WorkOne (AJC) staff. Cross training will be housed on both the VR and DWD LMS learning platforms. The DWD/VR cross-training curriculum covers foundational learning for both agencies in the areas of working together, case management between agencies, regular communication, and using shared resources for a successful customer outcome experience.

1.4: Customer Satisfaction – Describe the State's Approach

DWD strives to provide all customers with excellent customer service through multiple outlets and across all programs. Customers may connect with a customer service representative in person at their local one-stop center or by mail, email, online chat, or phone. During PY21, DWD created and expanded virtual customer service options including the Virtual Customer Solutions, a dedicated, live staffed phone and chat line that directs job seekers to on-line services and can connect them with WorkOnes (AJCs) for staff assistance; and the Virtual Customer Engagement Platform, which allows customers to set up appointments and staff to provide services virtually.

Excellence is not just treating customers with respect and efficiency, but it is also providing high-quality services that helps customers meet their career goals and receive benefits for which they are eligible. In 2016 DWD devised WIOA Customer and Employer Satisfaction surveys to determine if we were meeting job seeker and employer needs and to give us a roadmap to improving services and programs.

The surveys support the State Plan goal: "Ensuring quality pathways that provide opportunities for career advancement, personal prosperity, and well-being for all Hoosiers." In PY 2019 (PY19), DWD revised the survey to allow customers to rate and provide comments on the full range of services. This survey has undergone some revisions but was still in use during PY21, with some minor revisions.

The most notable revision was the addition of a series of questions that allow job seekers to rate their services and provide comments for individual program services provided by WorkOne. Also added were questions related to satisfaction with the Unemployment Insurance (UI) Call Center. This is a key element to DWD's continuous customer satisfaction improvement efforts.

During PY21, DWD surveyed approximately 14,930 clients who participated in WorkOne services, the majority of which were UI, WIOA and/or Wagner-Peyser (WP) services. The survey found that 98 percent (%) of all clients were at least somewhat satisfied, and over 94% were very satisfied, or extremely satisfied, with their customer experiences.

DWD also surveyed 479 employers in PY21. These surveys found that 99 percent of employers were at least somewhat satisfied with their customer experience and over 79 percent were very, or extremely, satisfied.

Survey results are shared with Local Workforce Services Areas (LWSAs) on a regular basis, comments are shared monthly, and overall ratings shared quarterly. This information is used by the DWD and the LWSAs to evaluate and improve their operations. Usage of the WorkOne Customer Satisfaction Surveys and a 90 percent (%) approval rate is a required part of WorkOne recertification. DWD plans to review both surveys for revision during PY 2022.

[See Appendix II](#)

2.1: Strategic Vision & Goals – Progress Toward Achieving the State's Strategic Vision and Goals as Outlined in the State Plan.

Indiana's Department of Workforce Development (DWD) continues to pursue Indiana's strategic vision to create a workforce and talent system that provides all Hoosiers with equitable opportunities for lifelong learning and increased economic mobility, while simultaneously providing Indiana's employers with the skills and talents they need to grow and diversify their workforce. Indiana to increase the economic and social mobility of all Hoosiers by:

- Providing Hoosiers with access to career pathways that provide opportunities for career advancement, personal prosperity, and personal actualization;
- Partnering with Indiana employers, educational institutions, and training providers to identify and close skill gaps so that Indiana's workforce can meet emerging talent needs; and
- Aligning workforce programs and funding to meet Indiana's current and future workforce needs.

During the 2021 WIOA program year, Indiana has had several accomplishments that demonstrate significant progress towards achieving this strategic vision. These accomplishments include:

- The redesign and implementation of 66 programs of study for career pathways within Indiana's Career and Technical Education (CTE) system;
- DWD's implementation of Indiana's Virtual Client Engagement Portal (VCEP);
- Refinement of data sharing practices across workforce partners, including the signing of the Applied Workforce System Data Project Memorandum (MOU);
- The development of a cross agency training model that will be implemented during the WIOA 2022 program year;
- DWD and the Indiana Department of Education's joint launch of Indiana's new Indiana Career Explorer (INCE) tool;
- DWD's support of Hoosiers economically impacted by the COVID-19 pandemic through the implementation of its USDOL Disaster Recovery and Employment Recovery Dislocated Workers grants; and
- Indiana's continued effort to upskill Indiana talent through its signature Next Level Jobs programs, which include Indiana's state funded Workforce Ready Grant (WRG) and Employer Training Grant (ETG) programs.

Virtual Client Engagement Portal

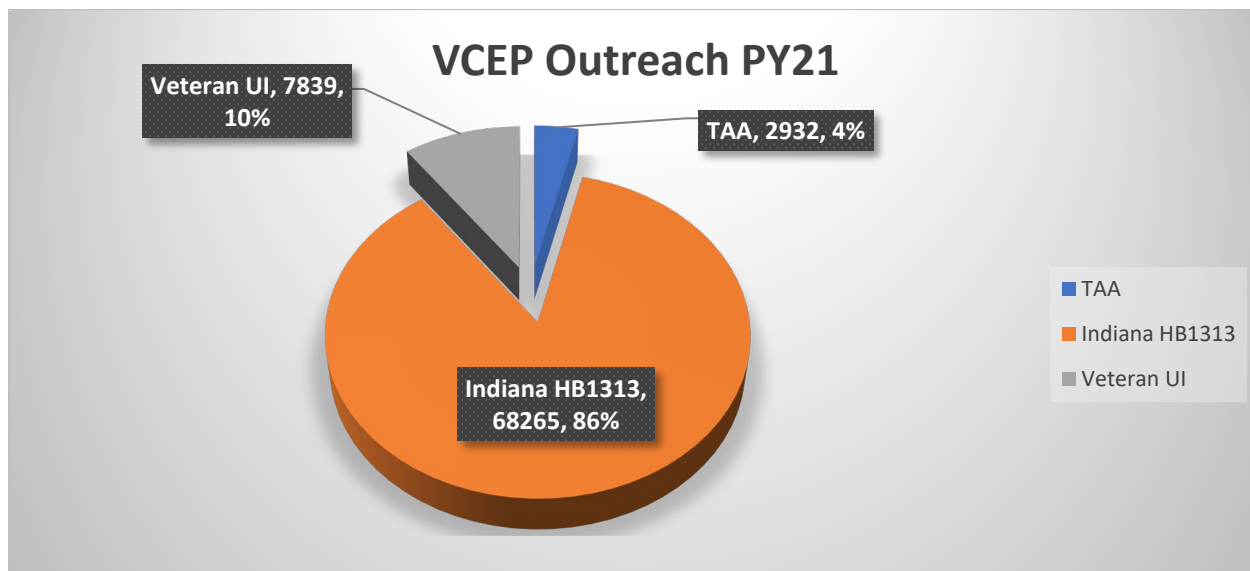
While historically DWD and our one-stop operators engaged with clients at physical WorkOne offices, DWD had been considering ways in which virtual engagement between one-stop operators and clients could be implemented. By the summer of 2020 the state's need for a virtual client engagement tool became critical. Unfortunately, during this period Indiana, like other states, saw a dramatic rise in demand for one-stop and WIOA services as pandemic related unemployment soared. DWD needed a way for one-stop staff to continue to assist our clientele during the mandatory lockdown period of the pandemic.

The tool DWD developed to facilitate virtual engagement is called the Virtual Client Engagement Portal (VCEP). VCEP provided a way for one-stop staff to connect and engage with customers utilizing a web-based application to schedule appointments, conduct meetings, share documents, sign documents, and to track engagements.

The VCEP provides a modernized technology to conduct engagements with one-stop clients and to support more traditional in-person engagements. Customers can connect virtually from either our WorkOnes or the comfort of their own homes to achieve a more client centric approach to WIOA case management.

This has since evolved into a way to conduct outreach to various populations. We use this platform to connect with potential TAA clients, veterans that are on (or will be on) Unemployment Insurance, and Indiana HB1313 clients (recent high school graduates). These individuals are contacted and provided documentation about the services available to them

through the workforce system. When individuals are interested in our assistance, they are then referred to other DWD programs through the VCEP to better assist them with their needs.



Indiana Career Explorer and Agile Work Profiler

During the 2020 legislative session, Indiana Senate Bill 295 (SB295) was enacted, calling for a new Indiana Career Exploration (INCE) web-based application to be implemented by July 1, 2021, for the purposes of serving students in 1st - 12th grades and beyond. The expansion into the primary grades was new for the tool as the previous iteration of INCE was targeted at individuals in high school and beyond.

SB295 required the addition of an aptitude assessments to the INCE tool. These assessments, and other legislative requirements, were written into the DWD’s request for proposals (RFPs). A multi-agency RFP team reviewed numerous potential aptitude assessments; and, in 2021, the contract for the new INCE tool was awarded to Futures, Inc. Ultimately, a partnership was formed between DWD, the selected vendor, and the DeBruce Foundation—a national foundation whose mission is to expand career pathways to individuals to unlock the key to economic prosperity.

One of DeBruce’s assessments that was selected for inclusion in the INCE tool was the Agile Work Profiler (AWP). Taking fewer than 10 minutes, and accounting for both an individual’s interests and abilities, the AWP ranks the user’s “agilities,” which have universal application to all occupations. The foundational idea behind the AWP is that students or career seekers who understand their own agilities are better able to explore careers of interest and to align necessary education and training that may be required for entering compatible career pathways. The AWP is not only utilized within the Indiana Career Explorer, but also serves as a valuable career coaching assessment and is available on the agency’s Career Coaching website.

With the addition of the AWP to the INCE, the tool now has three quick assessments which help users better understand their career options, how those options align with their current skills and abilities, and how to access the education and training necessary to access the career pathways that best suit them. The following assessments are available to Hoosiers through INCE:

- Interest Inventory (II);
- Agile Work Profiler (AWP); and
- Work Values Assessment (WVA).

Combined, the feedback from these three assessments helps both users and career advisors to better understand what careers and activities interest the user (II), what the user is good at (AWP), and what the user values in a work setting (WVA). The information provided by these combined assessments has proved to be an invaluable aid to both INCE users and Indiana’s career advisors in aiding career planning.

The new INCE tool went live via a soft launch in July of 2021 and was launched with Indiana's entire one-stop system in January of 2022. Following the launch of the new INCE tool, the goal of DWD's career exploration and advising team was to train all Workforce Coaches and Adult Education (WIOA Title II) staff in all facets of INCE implementation. In addition, follow-up and supplemental training has been provided and will continue to be provided on an as-needed basis.

The related training began in Q1. By the end of Q2, the team had provided 51 virtual training sessions, training 880 DWD staff members.

Usage of the new *Indiana Career Explorer* has steadily increased since its launch in 2022. A significant spike in usage was seen in August of 2022 when the Indiana Department of Education (IDOE) implemented the use of INCE within Indiana's K – 12 school system.

Date	Dec 1 '21	Jan 1 '22	Feb 1	Mar 1	Apl 1	May 1	June 1	July 1	Aug 1	Aug 29	Oct 25
Total Users on INCE	11661	12480	17316	22869	26997	30955	35126	36653	38307	50667	78955
Month to Month Difference		819	4836	5553	4128	3958	4171	1527	1654	12360	28288
# Users Indicating Grade Level (K12)										41656	66714
# Career Advisors										698	902
# School Admins										49	214
# Schools Onboarded											168
# Individuals with a Career Advisor											27035
# Individuals with a career advisor taking INCE assessment											14302
Total # Ivy Tech Users											78

Next Level Jobs

Indiana's Workforce Ready Grant and Employer Training Grant are part of Gov. Eric Holcomb's Next Level Indiana agenda. DWD, in partnership with Indiana's Commission for Higher Education (CHE), are working together on strengthening Indiana's workforce by focusing on high-priority industries, high-demand jobs, and serving Hoosiers most in need of workforce education and training.

- **Workforce Ready Grant** is a program that covers the tuition costs for Hoosiers who enroll in high-value postsecondary certification programs at Ivy Tech Community College, Vincennes University, and other eligible training providers listed on the state's Eligible Training Provider List (ETPL). During PY21 the WRG served 12,320 Hoosiers.
- **Employer Training Grant** is a program through which DWD is meeting the needs of Hoosiers and Indiana's employers by reimbursing employers in high-demand business sectors up to \$5,000, with a cap of \$50,000, for each new employee that is hired, trained or re-trained, and employed for at least six months.

Learn more about Next Level Jobs at <https://www.nextleveljobs.org/>

2.2: Sector Strategies – Progress Made in Implementing Sector Strategies and Career Pathways

During PY21, Indiana addressed the gap between the skills of the state’s workforce and the demand for talent needed by Indiana’s employers, as well as other challenges, through sector partnerships that connect employers to valuable talent and by providing Hoosiers with the opportunity to gain the skills and abilities needed for the 21st century workforce.

DWD’s strategy is to continuously connect skilled workers to Hoosier businesses, education institutions, community leaders, and organizations within crucial industries present in the state. Our goal is to encourage economic growth and to expand workforce pipelines from training partners to employers to encourage skills-based recruitment and hiring within Indiana.

Indiana guides Hoosier businesses to help them concentrate on critical skills, rather than traditional educational attainment since skills-based recruitment encourages recruitment and hiring from diverse and untapped labor pools within the state. DWD’s approach is to target funding for skills education through WRG to job seekers, and ETG to businesses. DWD’s WRG program allows job seekers to pursue employment-focused short-term training, which gives Hoosiers marketable skills necessary for in-demand jobs, while our ETG program allows employers to deliver training tailored to the jobs crucial to the success of Indiana’s employers.

In collaboration with various Indiana stakeholders, DWD has created a common framework for sector partnerships. This includes increasing our conversations around the skills needed in our in-demand industries as well as implementing a job-matching pilot that utilizes artificial intelligence to deliver talent to hiring businesses based on critical occupational skills.

DWD created WIOA Support Grants to encourage Workforce Service Areas (WSAs) to pursue partnerships with businesses, education, and training institutions, local economic development organizations (LEDOs), and regional economic development partnerships focused on addressing skill gaps and creating a pipeline of skilled and trained workers

We continue to support the alignment of credentials to the industry needs.

In addition, DWD and IDOE launched the VCEP, which has allowed for broad customer engagement with Indiana’s workforce system. The customer engagement expansion created by the VCEP has cultivated a stronger relationship between DWD and the job seekers that goes far beyond a mere transaction.

DWD’s intentional and consistent approach provides value at every customer interaction provides value to Hoosiers during every customer interaction, which increases trust in, and utilization of Indiana’s workforce system. DWD continues to strengthen our ability to integrate the combined efforts of DWD and Indiana’s workforce partners into a combined talent and workforce development strategy by partnering with likeminded agencies with similar goals, such as:

- IDOE;
- Indiana Department of Corrections (IDOC);
- Indiana Department of Veterans Affairs (DVA);
- US Department of Veterans Affairs (VA);
- Veteran Readiness and Employment (VR&E), formally know as Vocational Rehabilitation and Employment; and
- INvets¹

2.3: Out-of-School Youth

Indiana has a waiver to provide flexibility for regional Workforce Development Boards to decrease the minimum out-of-school youth expenditures from 75 percent (%) to 50 percent (%) as needed; however, out-of-school youth services are

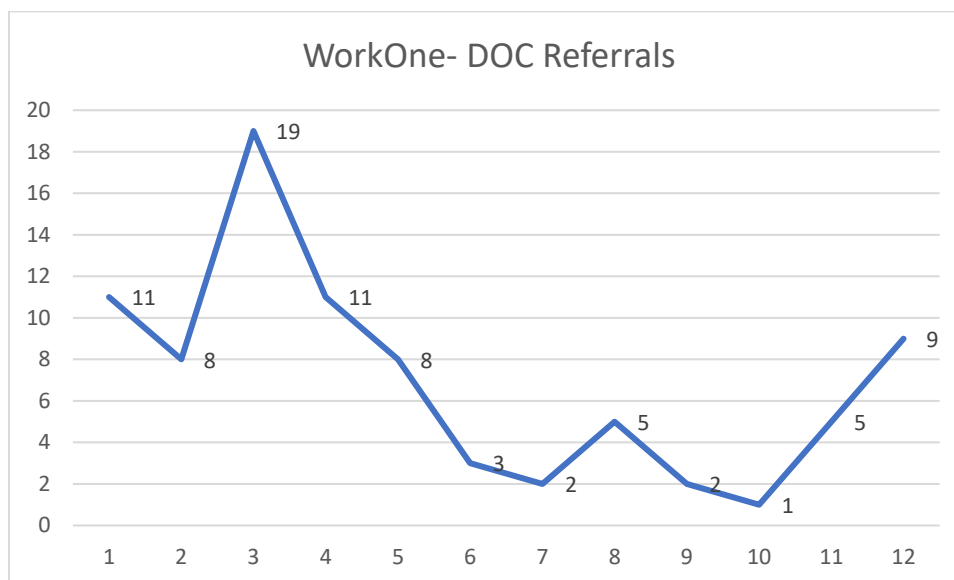
¹ INvets is a not for profit organization founded by veterans that helps former service members transition to civilian life by connecting them with Indiana employers, and by providing career-building resources through partnership with DWD and the Jobs for Veterans Grant programs within local WorkOne offices.

very individualized to meet the needs of participants by providing them access to partnerships with training providers and employer partners to help them achieve their goals.

One such success story involved a participant who entered our workforce system through the Adult Education (WIOA Title II) partnership at Crown Point Adult Education Center in Indiana's Economic Growth Region (EGR) 1, while being employed at a local restaurant as a server. The participant began classes to attain her high school equivalency degree (HSE) and worked with her career counselor to complete assignments demonstrating her career readiness. This participation led to a work experience (WEX) placement with an employer specializing in her desired field of interest—esthetics.

She successfully completed the WEX and was subsequently hired by the employer, Skinologie Studio, where she began a training program on a path to certification and licensure as an esthetician. The participant is currently still working at Skinologie as a receptionist while enrolled at Tricoci University of Beauty Culture in Highland, IN. The participant also cites gaining communication and money management skills, as well as an increase in her self-motivation through her participation in the local WorkOne Young Adult Services programming.

Indiana's DWD has also partnered with our state Department of Correction (DOC) to enroll youth who exit the juvenile justice system, making our WorkOne Centers their first stop upon release. In the past year, DOC has worked to improve transition processes, including scheduling pre-release meetings between youth offenders and WorkOne youth case managers prior to exit. The graphic below showcases youth referrals by EGR:



Although the graph above showcases 84 referrals from DOC, there were total of 115 justice involved youth served during PY21. Additionally, over 40% of our out-of-school youth are basic skills deficient (BSD) and/or English Language Learners (ELL). BSD and ELL youth are commonly part of the referral process within Adult Education programs across the state.

Partnerships like those between Adult Education and DOC are key to increasing enrollments of out-of-school youth during this time of heightened disengagement and low unemployment for Indiana's youth. Tapping into state and community partners assists in meeting the needs of the youth, employers and communities to create a more connected workforce system with multiple access points to enrollment and services.

2.4: Performance and Accountability System

2:4(a): Performance measures/indicators

DWD currently uses the six primary indicators of WIOA performance found in §116(b)(2)(A) of WIOA. These indicators are used to measure both the local area and overall state effectiveness in delivering WIOA services, and the impact of those services on Hoosiers in need of workforce training and/or job placement services.

For PY 2021, DWD based local area WIOA performance target negotiations on the overall state performance goals and state-proposed local area targets, which were provided to each local area. The state-proposed performance targets were the result of averaging local area PY 2019 performance targets with the actual PY 2019 local area performance outcomes (through March 31, 2020). See: PY 2020 - 2021 WIOA Local Performance Guidance (DWD Memo).

DWD's Local Performance Guidance for Program Years (PY) 2020 and 2021 can be accessed at <https://www.in.gov/dwd/files/activepolicies/2020-01-M -PY 20-21 WIOA Local Performance Guidance.pdf>

During PY 2021 Indiana met the following PY 2021 negotiated performance goals:

WIOA Adult:

- Median Earnings
- Credential Rate; and
- Measurable Skill Gains.

WIOA Dislocated Worker:

- Credential Rate;
- Measurable Skill Gains; and
- Median Earnings.

WIOA Youth

- Credential Rate;
- Q2 Employment Rate;
- Q4 Employment Rate;
- Measurable Skill Gains; and
- Median Earnings.

Wagner Peyser:

- Median Earnings

While DWD met many of Indiana's WIOA performance goals and did see an increase in performance from the previous year, DWD recognizes that several lingering effects from the COVID-19 pandemic have continued to make achieving Indiana's Q2 employment, and Q4 employment performance goals more challenging. Indiana continues to see lower rates of unemployment and more and more people going back to work and this is positive news for our state. However, it also means that the Hoosiers that remain unemployed and in need of workforce assistance often experience more barriers to obtaining sustainable employment. Mitigating significant barriers to employment takes time and then is also further reflected in performance. These challenges were expressed during the PY22/23 Negotiations with USDOL and are reflected in the newly negotiated rates of performance.

Despite the challenges faced in Indiana, DWD's success in meeting many of the state's WIOA performance goals demonstrates both an ongoing commitment to, and continuous effort at, providing Hoosiers with top-quality workforce education, training, and job placement services. While we are seeing fewer COVID-19 related challenges across our state, we know that some of the long-term effects of the pandemic will continue to persist into PY 22. DWD intends to work hard to help Hoosiers overcome these challenges and continue to seek agile strategies that to support the needs of Hoosiers and Hoosier Businesses across Indiana.

2:4(b): Common Exit

DWD emphasized our position on common exit through DWD Policy 2021-08 Co- Enrollment and Common Exit. Common exit is intended to ensure a more efficient and effective integrated service delivery system, track the coordination of services, and align performance reporting. Although co-enrollment and common exit are closely related, not all state and local programs are included in DWD's common exit protocol. DWD's approach to common exit is based on the United States Department of Labor's (USDOL) definition with a focus on performance outcomes and federal reporting.

Additionally, the following definitions are used to define Common exit and Exit:

- **Common exit:** Common exit occurs when a participant, enrolled in multiple partner programs, has not received services from any DOL-administered program in which the participant is enrolled, to which the common exit policy applies, for at least 90 days, and no future services are planned.
- **Exit:** As defined for the purpose of performance calculations, exit is the point after which a participant who has received services through any program meets the following criteria:
 - For the Adult, Dislocated Worker, and Youth programs authorized under WIOA Title I, the Adult Education and Family Literacy Act (AEFLA) program authorized under WIOA Title II, and the Employment Service program authorized under the Wagner-Peyser Act, as amended by WIOA Title III, exit date is the last date of service. a. The last day of service cannot be determined until at least 90 days have elapsed since the participant last received services, with no plans to provide the participant with future services. Services do not include self-service, information-only services or follow-up services

DWD's Common Exit Policy can be accessed at https://www.in.gov/dwd/files/activepolicies/2021-08-P_Co-Enrollment_Common_Exit.pdf

Case Management:

DWD's case management system, Indiana Career Connect (ICC), is utilized for the purposes of implementing Indiana's common exit. ICC applies a combined, or common, exit process when an individual does not receive a service in any common exit applicable program for 90 consecutive days. The client's exit date is the terminal date for all relevant program services within the client's current period of participation.

2.5: Negotiated Performance Levels for Local Areas for Core Programs

[See Appendix III](#)

2.6(a): Activities provided with WIOA funds reserved by the governor

DWD sought to support the endeavors of the LDWAs by amplifying its efforts in engaging and serving employers that seek a better skilled workforce. During PY 2021 the governor's discretionary funds were used to support activities that fell into one or more of the following categories:

- Capacity building;
- Services to target populations;
- Business Services and employer engagement; and
- Youth engagement.

The PY 2021 discretionary funds were used to:

- Increasing labor participation (in general and for target populations);
- Decreasing the percentage of long-term unemployment
- Improving employment outcomes for target populations;
- Increasing credential attainment leading to improved employment outcomes; and
- Increasing youth engagement.

2.6(b): Rapid response activities and layoff aversion:

DWD initiates Rapid Response activities once the state has been notified of a layoff, closure, or reduction in hours. Services provided to employers and workers include a rapid response orientation to provide career crosswalks onsite as well as virtually, which covers the following topics:

- Career and employment services;
- Veteran services;
- Labor and management information;
- Trade Adjustment Assistance (TAA);
- Employee Benefits Security Administration;
- Unemployment Insurance (UI); and
- Equal opportunity.

Rapid Response orientations are often combined with workshops, job fairs and skill assessments available to those seeking information on new careers, trends, and wages. On-the-job training opportunities are encouraged to return dislocated workers to meaningful employment as soon as possible.

All Rapid Response activities are coordinated through state staff, WIOA partners, and local elected officials. DWD's Rapid Response team collaborates with DWD's Employer Engagement team and business consultants to partially fund Dun & Bradstreet software that gathers intelligence on current business trends, economic conditions, and any opportunity for preemptive layoff aversion. DWD has partnered with several Local Workforce Development Boards (LWDBs) to pilot layoff aversion efforts, utilizing Dun & Bradstreet market insight number information, along with employer financial information. The intent is to identify employers that may need layoff aversion strategies and connect with those employers prior to an actual layoff.

PY21 was a bit challenging due many dislocated workers not re-entering the workforce after the pandemic. However, with the services being provided to employers due to a layoff, closure, or reduction in hours, there were 400 dislocated workers assisted and a total of 1,438 service provided to those dislocated workers.

Below are the top 3 employers with the most services provided to their affected worker and the total services provided to all dislocated workers associated with a WARN or Non-WARN.

Employer	Affected Workers	Basic	Individualized	Supportive	Training
Tenneco (Formerly Federal Mogul)	271	16	84		13
Eaton Corporation	108	42	85		8
Acuity Brand Lighting, INC	150	58	46		5
Totals					
52	5570	316	1043	0	79

354 workers to attend rapid response orientations, which is lower than the number of workers DWD sees at these orientations historically. DWD is working with the local WorkOne offices to update, improve, and share best practices for Rapid Response throughout the state. DWD's goal is to reach more dislocated workers affected by a WARN or Non-WARN as well as to reach workers that have not re-entered the workforce since the pandemic, minorities, and individuals with disabilities.

Indiana is in the process of improving marketing and advertising, hosting workshops, orientations, and job fairs outside of the employers' locations. DWD is planning to have a more hands on approach with Rapid Response, as well as improving and creating ongoing training sessions with the local WorkOne staff who work with employers and dislocated workers for Rapid Response.

An example of the success of Indiana's Rapid Response efforts occurred when a Walmart warehouse caught fire and left over 1,000 workers wondering what they would be able to do for work. We immediately began working with the local WorkOne Business Services representative to see how we could best serve and assist these workers.

Walmart stated it wanted to hold its own job fair first to place workers in open positions within different Walmart locations. For the workers that did not accept positions in other Walmart locations, we held a virtual orientation, and the region hosted a major job fair with approximately 15 to 20 employers participating. There were several workshops hosted and 90% of the workers that did not accept positions with Walmart were hired by another employer.

This is an excellent example of how successful orientations, workshops, and job fairs can be held to aid dislocated workers outside of the employer or worksite.

2.7 National Dislocated Worker Grants

NHE Opioid Response Dislocated Worker Grant (DW-33531-Disaster-IN-NHE 4-18)

DWD received an NHE Opioid Response Dislocated Worker Grant (DW-3351-Disaster-IN-NHE 4-18) during the WIOA PY21. The purpose of this grant is to provide eligible participants with disaster relief employment positions that address the opioid crisis. These positions are intended to help individuals affected by opioid addiction travel the path to addiction recovery, and include jobs like: community health workers, recovery coaches, and peer navigators.

In addition the NHE Opioid Response Grant directly assisted individuals directly impacted by the national opioid crisis by allowing individuals in recovery to re-enter the workforce by providing opportunities for work-based and institutional education and training, placement in high-wage and high-demand jobs, and by serving employers in communities that were hardest hit during by the opioid epidemic.

Utilizing the NHE Opioid Response Dislocated Worker Grant Indiana's LDWAs have focused on establishing and maintaining effective partnerships, creating opportunities for participants, and providing needed services to the most affected communities. Partnership development included:

- Addiction treatment centers;
- Local healthcare providers;

- Agencies addressing:
 - Food insecurity;
 - Homelessness; and
 - Transportation;
- Veteran service agencies;
- Vocational Rehab offices and service providers;
- Migrant and Seasonal Farmworkers (MSFW) service providers; and
- Multiple community partner organizations.

During PY21, DWD exceeded Indiana’s goal enrollment of 500 participants by enrolling 564 eligible individuals. [See Appendix IV.](#)

NHE Opioid Response Dislocated Worker Grant (NHE-DWG) LDWAs Success Stories

One of Indiana’s LDWAs worked with local community healthcare and addiction services organizations to educate these organizations on available training and certifications for disaster recovery, work and learn opportunities, and direct job placement. The LWSAs have also worked to create training opportunities for community health workers and peer counselors, including helping training providers through the process of getting on the state’s ETPL.

One of Indiana’s LDWAs reported 91 participants have achieved unsubsidized employment out of 258 participants enrolled.

Disaster Recovery Dislocated Worker Grant

The Disaster Recovery Dislocated Worker Grant (DR-DWG) provides disaster relief and humanitarian assistance employment, as well as employment training and services, designed to minimize the employment and economic input of declared disasters and emergencies as defined in CFR 687.110(b).

Indiana was awarded a DR-DWG on Sept. 25, 2020 in the amount of \$1,963,895 for the purposes of funding disaster relief employment opportunities to serve eligible individuals and workers who were impacted by the COVID-19 pandemic across all of Indiana’s 92 counties.

In June of 2021, DWD received approval through a grant modification request to include workforce training as an allowable grant activity. Indiana’s LDWAs reported that the allowance of workforce training enabled them to assist more individuals and it encouraged local employers and employer partners to work closely with the LDWAs on DR-DWG related projects. Indiana’s statewide DR-DWG funding supports locally driven efforts to provide temporary employment that addresses the regional impact of the COVID-19 pandemic.

During PY21, Indiana’s LDWAs were able to:

- Develop relationships with employer and businesses partner entities;
- Conduct outreach and recruitment activities;
- Monitor participant job placements;
- Screen participants to determine eligibility and placement; and
- Perform site monitoring.

When the DR-DWG grant period ended during PY21, Indiana’s LDWAs reported having assisted a total of 150 eligible individuals utilizing DR-DWG grant funds. Several participants were able to transition into fulltime employment with the employers they were placed with as part of the DR-DWG. The table below reflects DR-DWG participant and expenditure performance since the inception of the grant through February of 2022. See Appendix IV. [Employment Recovery Dislocated Worker Grants \(ER-DWG\)](#)

During PY 2019, DWD was awarded \$6.6 million in initial WIOA National Dislocated Worker Employment Recovery Grant funding. DWD received the initial award on June 11, 2020, following an emergency application in accordance with [TEGL 12-19](#). The period of performance for the initial award is April 14, 2020, to June 30, 2022. See Appendix IV.

Indiana's DWG-ER funding supports efforts in reemployment across the state in each of Indiana's 12 local workforce development areas (LWDAs). Dislocated workers will be served by local Workforce Development Boards (WDBs) as well as statewide efforts to pivot toward and improve virtual delivery of services. In July 2020, DWD released a Request for Applications (RFA) to LWDAs to deploy grant funds to support regional efforts to address the significant workforce related impacts resulting from the COVID-19 public health emergency. DWD awarded funding through grant agreements with the LWDAs in November and December 2020.

Aimed at responding to the dramatic rise in unemployment and dislocated workers throughout Indiana, LWDAs are utilizing sub-awards to provide career, training, and support services. Primary activities performed during the program year included:

- Case management through reemployment is continually provided to participants;
- Focus on recruiting and enrolling participants for both career and training service;
- Assessments to assist with basic career services to educate participants and assess existing and skills and employment readiness;
- In-depth career services are provided as needed for participants requiring more extensive assessments or case management;
- Assessing the need for supportive services is routinely conducted to assist with services as necessary;
- Providing relevant training opportunities in alignment with community and labor market needs; and
- Continued case management through reemployment is provided regularly.

ER-DWG LDWAs Success Stories

- An Indiana Region 3 participant was enrolled with WorkOne Northeast on Nov. 8, 2021. He previously worked in the steel industry and was interested in pursuing a career in the transportation industry. After meeting with WorkOne Northeast and discussing his options, he contacted Truck Drivers Institute of Indiana and was able to secure a seat in their training. Working jointly with the customer and the training provider, WorkOne Northeast was able to provide funding for the three-week course through the Employment Recovery Grant. The participant successfully completed his training and received his CDL Class A license. He updated his resume to reflect his new license and his new career goals. He began applying to different companies that met his career aspirations and was hired by Universal Dedicated in Roanoke at \$25 an hour. He remains employed with the company.
- An Indiana Region 5 participant came into the Lebanon WorkOne office in early December 2020. Due to COVID-19 she had recently lost her job with RCI Wyndham Destinations, where she had worked for the past 36 years. She had the responsibility of taking care of her parents and husband, who all had pre-existing health issues. Ready for a change, she had been speaking with Badger Engineering about coming on board as the Bookkeeper. The WorkOne Business Service Representative worked with Badger Engineering to qualify for, and utilize, the On-the-Job Training program. She was able to begin working there as the Bookkeeper. She has since conveyed that she loves her new job, is learning a lot, and even went on site with the owner of the company to look at potential work sites. She was learning both the administrative and front-line side of the business. She also appreciated the flexibility of a smaller company during the Covid-19 pandemic. Once the OJT ended in late February of 2022, she was hired by Badger Engineering where she continues to work as the Bookkeeper. The OJT in which Elise participated was funded by WorkOne utilizing the Employment Recovery Grant.
- An Indiana Region 6 participant came to the United States with plans of making a better life for his family. With the aid of WorkOne services his American dream is coming true. With no friends, and two brothers living in other states, his support system was extremely limited. After working two minimum wage jobs, he desired a change. A local

business directed him to visit WorkOne. He expressed interest in becoming a long-distance truck driver. After initial assessment, career planning, and counseling an individual employment plan was developed that supported his interest in obtaining full time employment for an in-demand career. WIOA Adult, Performance Support Grant, and Workforce Ready Grant funds were braided to provide the services he needed to succeed. While his plans for training did not go as planned due to Covid-19 related delays and language issues, with the support of his WorkOne case manager, he stayed focused. They worked on ways to improve communication, note taking, and studying on the perquisites of getting a learner's permit. By November he completed his training and earned a credential. Staff contacted a local transportation business about his skills and interests. While entry wages were different from other companies, it was their unique training plan for new employees and support that would be provided that seemed to be a good fit. A job offers soon followed and he began working in January 2022.

2.8: Technical Assistance Needs

Because of the difficulties and challenges Indiana has faced due to the Covid-19 pandemic, DWD anticipates that the state may need technical from USDOL in aiding achievement of the state's negotiated WIOA performance goals in the following areas:

- Measurable skill gains; and
- Credential attainment;

The COVID-19 pandemic and its accompanying economic crisis placed tremendous stress on the state's workforce system and WIOA programs. The large number of participants affected by COVID-19 during PY21 has meant that the state has had difficulty in anticipating what barriers our WIOA programs could face in achieving our negotiated performance expectations.

In addition, while Indiana employment numbers appear to have returned to pre-pandemic levels, the number of Hoosiers who are no longer participating in the labor force has risen considerably. DWD would like to return as many Hoosiers as possible to the workforce who are currently suffering from long-term, or structural, unemployment.

2.9: Promising Practices, Lessons Learned, and Success Stories Focusing on At-Risk and Priority Populations

While the effects of the COVID-19 pandemic have now been felt across three consecutive program years, DWD continues to focus on meeting the needs of all Hoosiers and Indiana Employers, particularly those in priority of service populations.

During PY21 Indiana continued to serve Hoosiers through components of Gov. Eric Holcomb's Next Level Jobs program through the Workforce Read Grant (WRG). WRG has provided free workforce education and training to over 12,000 Hoosier in PY21; and has allowed many of Indiana's WRG participants to find and keep meaningful employment that can support both individuals and families.

Another part of Gov. Eric Holcomb's Next Level Agenda has been the Employer Training Grant program. This program serves to bridge the gap between the needs of both Indiana's employers and the needs of the individuals who work for them by reimbursing employers in high-demand business sectors up to \$5,000, with a cap of \$50,000, for each new employee that is hired, trained or re-trained, and employed for at least six months.

DWD also continues to serve Hoosiers through traditional WIOA programing. The workforce education and training traditional WIOA programs have allowed DWD to provide Hoosiers has given many in the state the opportunity to acquire the skills, abilities, and credentials needed in a 21st century economy.

The success of Indiana's Jobs for American Graduates (JAG) program is something the state continues to be proud of. During PY21 the JAG program in Indiana led to a 94% graduation rate for the at-risk youth population who participate in the program and has created opportunities for JAG participants to achieve their post-secondary education, training, and career goals.

Finally, DWD updated Indiana's priority of service policy with USDOL's new priority of service goals, the addition of new priority of service groups, and the development of tools to streamline how Indiana's workforce partners are recording the important work they do with priority of service populations. Indiana's updated WIOA Title I Adult Priority of Service policy can be retrieved at https://www.in.gov/dwd/files/activepolicies/2019-04-PC1_WIOA_Title_I-Adult_Priority_of_Service_Change1.pdf.

Operation Allies Welcome

The evacuation of Afghanistan in August of 2020 was an historic event. Approximately 85,000 Afghans who supported US operations were evacuated to the US before, and after, the Taliban took control of Afghanistan. The US Department of Homeland Security (USDHS) was the federal agency that coordinated and facilitated the efforts of bringing the Afghans through the safe havens and military bases to help them connect with resettlement programs and resettle into communities within the United States.

Camp Atterbury in Indiana was one of the safe havens. Camp Atterbury usually serves as a training site for the Indiana National Guard, but in September 2020 it was quickly transformed into a temporary housing site for 7,201 Afghan evacuees. 53%, or 3,816, evacuees were adults who were now charged with supporting, maintaining, and raising their families in the US.

DWD got the call from Governor Holcomb to assemble an operation to help our Afghan guests obtain the skills and information necessary to find work in Indiana or wherever they resettled. On November 3rd DWD leadership met with Aaron Batt, the federal coordinator for USDHS, and other Atterbury staff. By the following Monday the DWD-WorkOne Workforce Readiness Center was open and ready to welcome guests. The DHS leadership at Camp Atterbury said the workforce center was a game changer for the Afghan refugees.

A staffing list was created which included teams from DWD state field operations, Adult Education, communications, internet technology (IT), employer engagement, and regional field staff. DWD's communications team created signage translated into both Dari and Pashto, DWD's IT team assisted in setting up computers, DWD's employer engagement staff held webinars for employers and created videos to showcase life in cities throughout Indiana, and Indiana's WIOA Title II Adult Basic Education (ABE) providers taught daily classes for beginning and intermediate English language learners (ELLs). The center opened on Tuesday, November 9 and continued to operate from 9:00 a.m. to 5:00 p.m. Tuesday through Thursday, and during other designated days during the week.

Early on, weekly phone calls were scheduled with resettlement agencies across the state to coordinate services and find ways to collaborate and complement their services with our employment and training activities. Initially there were 5 major resettlement cities: Hammond, South Bend, Fort Wayne, Indianapolis, and Bloomington. Later, cities such as Muncie and Evansville came together to provide resettlement opportunities as well.

Initially guests incurred numerous obstacles that prevented them from attending scheduled adult education classes and workshops at the center. Challenges included the initial lack of transportation to the center, lack of understanding of the bus system, lack of interpreters, and the timing and location of meals served away from the center. With the help of all the partners involved in the effort to welcome those fleeing Afghanistan these difficulties were ultimately overcome.

Services and activities provided at the center mirrored those at a WorkOne. Activities included:

- Twice daily orientations in partnership with the US Chamber who discussed what it is like to work in the United States;
- DWD discussed the services provided at American Job Centers (AJCs) and WorkOnes Centers both in Indiana and nationwide;
- Skills assessments;
- Resume, computer, and job search workshops;
- Adult Basic Education (ABE) classes;
- Children activities; and
- Customized services for those resettling in Indiana, including identified points of contacts in regions to connect with the resettlement agencies.

More than 1,000 services were provided to guests during their time at Camp Atterbury.

No two days were the same. Some weeks the center was open more than 3 days to accommodate visits by the Governor Holcomb, former Commissioner Payne, military leadership, and the National Geographic staff filming a documentary about the integration of Afghan refugees in the United States.

An Indianapolis mural artist, an artist and gallery owner from Afghanistan and Camp Atterbury guests created a mural with a great deal of symbolism. The mural exhibition traveled throughout the US to raise funds for Open Hands for Children, a charity group in Mazar-e Sharif, Afghanistan.

The DWD team was truly grateful for the opportunity to have welcomed and assisted guests at the center.

2.10: Challenges Facing the Workforce System

At the end of WIOA PY21 Indiana, like the other states, was still feeling the economic impact of the COVID-19 pandemic. By the end of June 2022, Indiana's unemployment rate had returned to pre-pandemic levels; however, the number of Hoosiers who were no longer participating in the workforce —the number of long-term and structurally unemployed individuals — has risen considerably over pre-pandemic levels. In addition, many of the Hoosiers participating in Indiana's workforce programs are individuals who were directly affected by the pandemic.

DWD is aware that much has changed about how people in our state go to work, find work, and connect to those whom they work with since early 2020. Indiana understands that these changes need to be taken into consideration when planning to reach Indiana's discouraged workers to help bring them back into the workforce by giving them the knowledge, skills, abilities, and opportunities necessary to find meaningful employment that will provide them the resources necessary to support themselves and their families.

DWD has taken steps to provide Hoosiers with the virtual tools they need to access the workforce system in non-traditional ways but realizes that many who may need workforce services do not have the resources needed to access the workforce system with those tools. Nevertheless, Indiana stands ready to meet the challenges Indiana's workforce system faces through the delivery of traditional WIOA programing, Indiana's Next Level Initiatives, and by continuing to develop innovative ways to aid both Hoosiers and Indiana businesses.

2.11: Strategies and Policies Relating to Pay-for-Performance (PFP) Contracting and Accountability System

Indiana does not use PFP for any of Indiana's WIOA workforce programs. As a result, DWD did not have any reported expenses from its regional workforce development boards for PFP during WIOA PY21.

U.S. Department of Labor

Employment and Training Administration
200 Constitution Avenue, N.W.
Washington, D.C. 20210



November 24, 2021

The Honorable Eric J. Holcomb
Governor of Indiana
Office of the Governor
State House
Room 206
Indianapolis, IN 46204

Dear Governor Holcomb:

Thank you for your waiver request submission to the U.S. Department of Labor (Department) regarding certain statutory and regulatory provisions of the Workforce Innovation and Opportunity Act (WIOA) and the accompanying plan to improve the statewide workforce development system (enclosed). The waiver request was received on September 24, 2021. This letter provides the Employment and Training Administration's (ETA) official response to your request and memorializes that Indiana will meet the outcomes and implement the measures identified in its plan to ensure accountability agreed to by Indiana and ETA. This action is taken under the Secretary's authority to waive certain requirements of WIOA Title I, Subtitles A, B, and E, and Sections 8–10 of the Wagner-Peyser Act in WIOA Section 189(i).

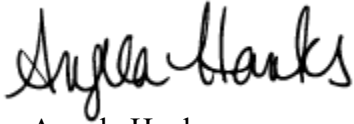
Requested Waiver: Waiver associated with the requirement at WIOA Section 129(a)(4)(A) and 20 CFR 681.410 that the state and local areas expend 75 percent of Governor's reserve youth funds and local formula youth funds on out-of-school youth (OSY).

ETA Response: ETA approves for Program Year (PY) 2021, which includes the entire time period for which states are authorized to spend those funds, the State's request to waive the requirement that the State expend 75 percent of Governor's reserve youth funds on OSY. The State may lower the expenditure requirement of Governor's reserve to 50 percent for OSY. ETA reviewed the State's waiver request and plan and has determined that the requirements requested to be waived impede the ability of Indiana to implement its plan to improve the workforce development system.

In addition, ETA approves for PY 2021, which includes the entire time period for which states are authorized to spend PY 2021 funds, the State's request to waive the requirement that local areas expend 75 percent of local youth formula funds on OSY. Indiana may lower the local youth funds expenditure requirement to 50 percent for OSY. As a result of this waiver, ETA expects that the number of in-school youth served will increase, and performance accountability outcomes for overall WIOA Youth (including both in-school and out-of-school youth) will remain steady or increase for the majority of the WIOA Youth performance indicators.

The State must report its waiver outcomes and implementation of the approved waivers in the WIOA Annual Report. ETA will use this information to assess continued waiver approval and to identify promising practices that may be adopted more widely. ETA is available to provide technical assistance to you in support of your goals. If you have questions, feel free to contact my office at (202) 693-2772.

Sincerely,

A handwritten signature in black ink that reads "Angela Hanks". The signature is written in a cursive, flowing style.

Angela Hanks
Acting Assistant Secretary

Enclosure

cc: Frederick D. Payne, Commissioner, Indiana Department of Workforce Development
Rose Zibert, Chicago Acting Regional Administrator, Employment and
Training Administration
Julie Baker, Federal Project Officer, Employment and Training Administration



WAIVER REQUEST 2 STATE OF INDIANA

Waiver of Governor's Reserve and Local Formula Youth Funds on OSY

1. The statutory and/or regulatory requirements the State would like to waive:

The State of Indiana is requesting a waiver from Section 129(a)(4)(A) and 20 CFR 681.410, which require not less than 75 percent of funds allotted to states under Section 127(b)(l)(c), reserved under Section 128(a), and available for statewide activities under subsection (b), and not less than 75 percent of funds available to local areas under subsection (c), shall be used to provide youth workforce investment activities for OSY.

Indiana is requesting an extension of the following waiver to this statutory and regulatory provision: A waiver of the requirement to expend 75 percent of funding on the OSY population. Indiana is requesting that this percentage be lowered to 50 percent.

A waiver of the requirement that local funding meet the 75 percent minimum expenditure requirement. Indiana requests that this percentage be lowered to 50 percent to align with the statewide target (see 1 above).

A waiver of the requirement to expend 75 percent of Statewide Activities funding on the OSY population. It is requested to reduce this percentage to 50 percent to allow flexibility of funding special projects that meet the vision and mission of the state.

Goals and Expected Programmatic Outcomes of Waiver

Because JAG Indiana serves students with significant barriers to graduation, approval of this waiver will allow Indiana to continue to invest in at-risk youth before they drop out of high school. When entering the program, approximately 40% of JAG Indiana students have low academic performance or are basic skills deficient.

JAG Indiana serves more than 5,000 in-school youth who are at risk for dropping out of high school in 125 school-based programs. JAG Indiana has proven outcomes with students graduating at a rate of over 96%, which remains higher than the 2020 state graduation rate of 87.6% for all students and 85% of those who receive Free/Reduced price meals. JAG Indiana and WIOA performance goals are aligned to achieve positive outcomes with a focus on attainment of a credential and placement in higher education or training, employment, or military service.

School administrators and counselors refer students to the JAG Indiana programs because of the successful model and associated outcomes. This vulnerable population receives daily counseling and support by "Specialists" while delivering competency-based curriculum. Central to the JAG model is a focus on serving the most disadvantaged youth in communities most in need across Indiana. There is an inherent focus on diversity, equity, and inclusion in our programming both in JAG and WIOA youth services, as enrollments across in-school and out-of-school youth lean into minority populations across multiple intersectionalities, including, but not limited to gender, race, sexual orientation, and disability status. Access to high quality programming, like JAG, for these students is of the utmost importance to

their sense of belonging and identity which fuels their success in school, as showcased in overall programmatic outcomes on page 3.

JAG Indiana has been long supported by a multitude of funding streams, including WIA (now WIOA) and a state dropout prevention funding line item in the state's biennium budget. However, due to COVID-19, funding support for state programs was decreased by 15% just prior to the start of the 2020-21 school year. Local Workforce Development Boards who operate JAG Indiana programs in their communities (over 90 different communities across the state) faced challenges in sustaining their long-successful programs which provide support to students most in need.

Due to the budget constraints, nearly 600 students across the state were due to be impacted by potential program closures. As they do, local WDB's and the Department of Workforce Development looked for myriad ways to continue to provide services to our most at-risk youth through streamlining service delivery in partnership with other state agencies and community partners and an increase in the use of our prior WIOA waiver related to the 25% in-school limitation, with more regional partners taking advantage of the 50/50 split granted through our 2020-23 state plan waiver request. At the onset of the 2020 program year and similar to prior program years, numerous WDB's were on track to expend over 25% of their funds on the JAG Indiana in-school youth program, with the aide of the WIOA waiver; however, due to the impact of COVID-19 in schools these same WDB's face continued funding challenges with increased demand for in-school related services for the 2021 program year. As the 2020-21 school year began, Indiana, like most other states, was still in "lock-down" status with varying restrictions and re-opening plans in our school partners. These restrictions created issues such as:

- Virtual or hybrid students having no access to high school elective courses, such as JAG, which lead to low enrollments; Indiana saw an overall 15% decrease in enrollments during the 2020-21 school year; and
- Virtual and hybrid students were disengaged in classes, which can be seen in the decreased attendance in JAG classes; Indiana saw an overall decrease in student contact hours from prior average of 120 to 85 average hours during the 2020-21 school year.

Specific goals of this 2021 waiver request are to:

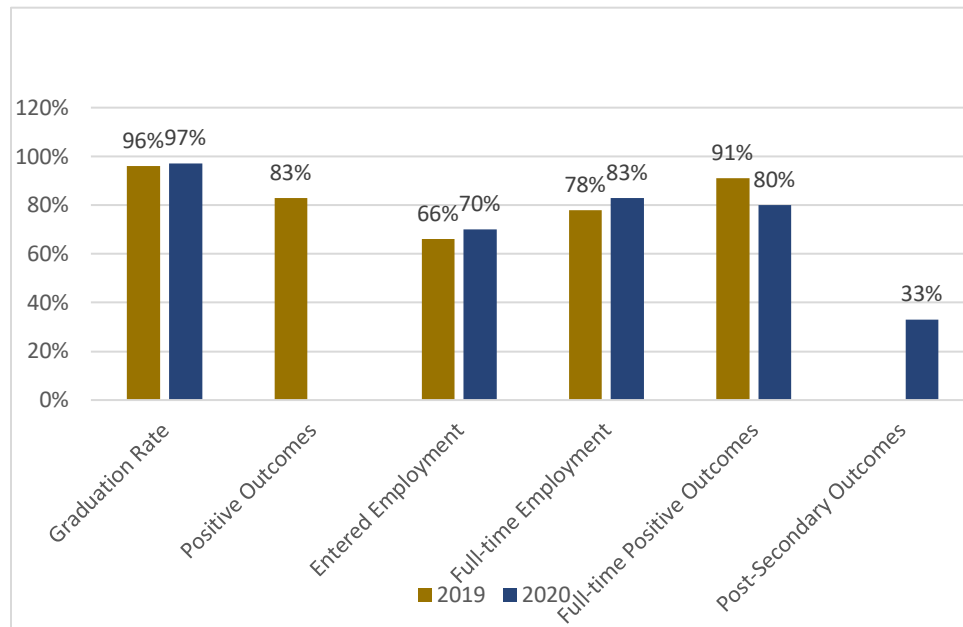
- Increase flexibility of WIOA Statewide Activities and formula funding to support:
 - The implementation of evidence-based programs and strategies;
 - Progress toward closing the economic inequity gap;
 - Placing more Hoosier youth on the path to high-wage skills; and
 - Increase college readiness.

All four of the above strategies can be met by continuing to serve and/or increase the number of high school youth served through the JAG Indiana dropout prevention program. This allows us to be proactive about addressing the out-of-school youth problem, while simultaneously increasing the number of youth who enter the workforce and/or post-secondary education with the skills to succeed in either goal.

Of the over 4,000 in-school JAG Indiana youth who were served last year, history shows that we could have expected 16% of them to drop out. With a graduation rate of 86% for low-income youth, the number of in school youth who were saved from out-of-school status is estimated at 640 youth through

the implementation of the JAG Indiana program. Despite challenges due to COVID-19, which forced students to stay home and learn remotely and/or caused temporary and sometimes permanent job loss among Hoosier youth, in nearly every category, students enrolled in the JAG Indiana program achieved results matching or exceeding its past outstanding outcomes for youth with barriers to success.

Outcomes include:



* For the Class of 2020, a new metric, Post-Secondary Outcomes were added, and Positive Outcomes were eliminated.

Although not all JAG Indiana students are co-enrolled into WIOA youth programming, nearly all in-school WIOA youth enrollments are JAG Indiana students. Blended funding is vital to the success of co-enrolled students, opening up a bevy of supportive services, training funds and more that supports the long-term success of these co-enrolled WIOA in-school youth students, which has been historically documented in Indiana's successful attainment of WIOA performance measures, including employment, education or training placements, credential attainment, median earnings and measurable skills gains.

As of the writing of this waiver request, quarterly youth performance ending March 31, 2020, demonstrates Indiana's track record for success, although during this reporting period, we had only just entered COVID-19 statewide restrictions:

Performance Items Youth	Received Services other than Occupational Skills Training	Received Occupational Skills Training	Total Current Period	Total Previous Period
D. Core Indicators of Performance				
1. Employment, Education, or Training Placement Rate (Q2) (Cohort Period:1/1/2020-3/31/2020)	71.8%	89.1%	74.6%	75.4%
2. Employment, Education or Training placement Rate (Q4) (Cohort Period:7/1/2019-9/30/2019)	78.4%	87.1%	79.8%	77.1%
3. Median Earnings (Cohort Period:1/1/2020-3/31/2020)	\$3,478	\$5,229	\$3,557	\$3,671
4. Credential Rate (Cohort Period:7/1/2019-9/30/2019)	70.5%	70.6%	70.5%	70.4%
5. Measurable Skill Gains (Cohort Period:1/1/2021-3/31/2021)	49.9%	22.8%	46.7%	17.0%

Alignment with U.S. Department of Labor (USDOL) Policy Priorities

This waiver request aligns with the following USDOL policy priorities, as found in the USDOL Fiscal Year 2018 – 2022 Strategic Plan and the WIOA law and federal regulations:

- The USDOL Employment and Training Administration (ETA) has a strategic objective to create customer-focused workforce solutions for American workers, including development of a strong youth pipeline;
- The ETA has prioritized improvement of the effectiveness and efficiency of workforce development programs, including supporting state and local flexibilities to enable these entities to effectively tailor their workforce strategies to meet their needs;
- The ETA focuses on programs that support work-based learning, skills development, and work readiness while promoting training strategies that lead to credential attainment and closing the skills gap;
- The ETA has prioritized implementation of evidence-based programs and strategies, including adoption of proven programs and strategies;
- The WIOA places a strong emphasis on work experience for youth participants, requiring that 20 percent of WIOA Youth funding be expended on this element;
- The WIOA promotes strong partnerships to leverage resources and increase opportunities for youth; and
- The WIOA prioritizes participant success, as measured by skill gains, entry into and retention of employment

Quantifiable Projected Programmatic Outcomes Resulting from Implementation of the Waiver

As previously noted, Indiana's high school graduation rate has stagnated at less than 90% for years. While Indiana school counselors are over-burdened with increasing caseloads of students, averaging 532:1 (more than twice the recommended caseload), and growing administrative responsibilities, the State of Indiana is requesting increased flexibility of WIOA Statewide Activities funding to implement a statewide program focused on providing a comprehensive set of services designed to keep In-School Youth (ISY) attached to the education system to improve their rate of success in achieving educational and career goals. The DWD has identified the Jobs for America's Graduates program to be this solution in schools where it is most needed, given its previously described history of success and linkages to employers and community resources that will best benefit the students it serves.

Following the JAG National performance outcome requirements, DWD and the JAG Indiana program, pledge to strive to meet the following requirements:

JAG National Follow-Up Outcomes	Multi-Year (Juniors and Seniors)	Alternative Education Setting
Standard 2.2a - Graduation or GED/HSE Equivalency	90%	75%
Standard 2.2b - Employment	60%	50%
Standard 2.2c - Full-Time Employment (30-hours/week)	60%	50%
Standard 2.2d - Total Full-Time Positive Outcomes (All but PTN)	75%	60%

Standard 2.2e - Further Education Rate: All Post-Secondary, Credential/Certificate, Apprenticeship – (Enrolled or Completed) *Baseline for Class of 2020	35%*	30%*
Standard 2.3 - Unable to contact rate	<5%	<5%

Additionally, in the classroom, the following outcomes serve as guideposts to student success while they are active in the program:

Non-Senior Performance Outcomes	MY	AE
Standard 2.4a- High School Transition/Matriculation to Next Grade	90%	75%
Standard 2.4b- Improvement in Attendance Rate	70%	50%
Standard 2.4c- Academic Improvements	90%	75%
Standard 2.4d- Reduction of Discipline Referrals	60%	60%
Standard 2.4e- Reduction in One or More Indicators/Barriers at the end of the program year	90%	90%
Standard 2.5 -Program Goals for Model Applications	MY	AE
2.5a Improvement in Attendance Rate Participants who had 10 or more absences the previous school year will increase attendance during the current academic year.	70%	50%
2.5b – Academic Improvements (Measurable Skills Gains) Participants improve academic progress in reaching any of the goals towards high school completion (as defined by documented outcomes below): <ul style="list-style-type: none"> • Increased GPA • Increase in credit attainment • State Standardized Test(s) *Baseline Numbers for 2022	90%	75%
2.5c- Participation in Career Association/Professional Association On average participants will complete a minimum number of hours in CA/PA meetings and activities.	10	7.5
2.5d- Completion of Service-Learning Projects On average participants will complete a minimum number of service-learning hours.	10	7.5
2.5e- Participation in Assessment Participants' interests and/or abilities will be assessed, and an individual development plan will be constructed and documented.	90%	90%

2.5f- Reduction of Discipline Referrals Participants who have been identified with the A.8 barrier will avoid additional discipline referrals during the school year (documented in- or out-of-school suspensions, expulsions).	60%	60%
2.5g - Average Number of Selection Criteria/Barriers	6.0	6.0
2.5h - Reduction in One or More Indicators/Barriers at the Completion of JAG Services Participants have a reduction of at least one indicator/barrier by the end of the program year.	90%	90%
2.5i - Contact Hours Per Participant Each participant should meet the average number of contact hours for their model application per full program year. *Recommended 40 hours per participant in the OOS model.	130	80
2.5j - Average Number of JAG Competencies Attained *= over a 2-year period	up to 87*	20/37

Individuals Impacted by Waiver

Currently, JAG Indiana utilizes a limited amount of WIOA funds to operate its in-school model. If Indiana is limited to 25% of WIOA youth funding to serve only in-school youth, DWD would be forced to close over 15 JAG Indiana programs across the state, potentially removing over 600 students from the dropout prevention program and negatively impacting local communities statewide. As previously noted, due to COVID-19, the need for programming and services designed to assist students in graduating high school is more critical than ever. This waiver will ultimately impact Indiana's at-risk young adult population. American Job Center and subcontracted service provider staff, workforce development partners, employers, parents, and school counselors will also benefit from the waiver.

Plans for Monitoring Implementation and Collecting Waiver Outcome Information

WIOA programmatic reviews will include an evaluation of how local waivers are being utilized to ensure programmatic goals and outcomes are being met. The regional Youth Directors and state staff dedicated to the administration of the WIOA Youth program will continually examine the effectiveness of waivers throughout the PY, including bi-annual desk reviews. This strategy ensures that the objectives described above, as well as those outlined in the existing state and local WIOA plans, are consistent with established objectives of the WIOA, and federal and state regulations.

Since 2006, the State has utilized an electronic case management system for all federal and state eligibility-based workforce investment programs. This system, Indiana Career Connect, is configured to support the full integration of programs, eligibility determination, service recording and tracking, and performance tracking for WIOA, TAA, Wagner-Peyser, Veterans Employment and Training Programs, and Reemployment Programs, as well as for local programs throughout the State, regardless of funding source. Indiana Career Connect has been designed to record service delivery information on every client service while providing transaction records necessary to document program performance. This

crossmatch of data allows DWD and Workforce Development Boards to effectively determine such outcomes as credential attainment, employment status and participant earnings in a more rapid timeframe than other mechanisms. DWD will monitor the progress of the waiver implementation through analysis of local performance results as well as through ongoing oversight and exchanges with local area management and staff.

Notice to Local Boards and Public Comment

This waiver request will be available for public comment prior to submission to USDOL/ETA for consideration. The waiver request will be shared with each of Indiana's twelve local workforce development areas, posted on DWD's website, and a copy maintained at DWD's central office for inspection upon request.

WAIVER REQUEST 1 STATE OF INDIANA

Waiver or State Workforce Board Membership

1. Statutory and/or Regulatory Requirements the State would like to Waive:

State Workforce Development Board (SWDB) Membership and Establishment

Workforce Innovation and Opportunity Act (WIOA) requirement for SWDB membership WIOA Sec. 101(b)(1) and (c) and the corresponding regulations at 20 CFR 679.110(b)-(c): requirement to appoint specific members to the board described in this CFR section. The membership of the current Governor's Workforce Cabinet (Cabinet) may be found under Section III – Operational Elements, (A)(i) – State Board, Membership Roster. The State of Indiana asks that the waiver for the membership of the Cabinet be granted for a two year period.

This waiver will grant Indiana the flexibility to continue to align our state and federal workforce systems.

Background

Indiana has for more than a decade made significant and crucial investments in our economic climate and positioned itself as one of the premier states in America in which to start and grow businesses. Governor Holcomb's Administration is strengthening the foundation built by Governor's Mike Pence and Mitch Daniels; low taxes, responsive government, responsible fiscal stewardship, a regulatory environment guided by common sense, and major commitments to our roadways, airways, waterways, and trails.

Indiana continues to team with educational systems at every level to build a pipeline for sustainable success. Initiatives like an entire review of college and career funding and workforce funding led the Cabinet to recommend new changes to shape Indiana's future and create pilots that will become examples for the entire state to model.

Our economy continues to evolve, however, and while our reliance on manufacturing remains an important competitive advantage, it simultaneously embodies our most pressing challenge with its potential for impact by automation. Manufacturing jobs increasingly demand higher competencies. Indiana has an emerging and regularly recognized technology field and

agriculture and life sciences are creating new opportunities every day. In order to keep up with the demand of these critical sectors of Indiana's economy, individuals must be able to gain the skills needed to fill the positions.

According to the Lumina Foundation in their Stronger Nation through Higher Education report, Indiana and the U.S. as a whole, must rapidly increase attainment rates to meet established attainment goals. More than 700,000 Hoosiers have begun but not completed postsecondary programs and another 400,000 lack any high school diploma or equivalency at all. Education and training programs must be more flexible and partnered with employers to understand the current and future workforce needs of their individual regions and what skills match those needs.

Moving from a 46-member state workforce board to a 21-member, employer-driven Cabinet reporting directly to the Governor has ensured and will continue to ensure collaboration across state agencies, while gaining insightful knowledge at the local level and employer guidance central to the spirit of WIOA.

The Cabinet must have the ability to continue to drive strong collaboration among local governments, local workforce boards, various state agencies, and employers all across Indiana. The Cabinet must have the ability to be nimble and actionable to challenge local employers, schools, and postsecondary institutions to engage and be responsible to support their own communities.

The Cabinet was granted Carl D. Perkins authority during the 2019 legislative session and under current Indiana Code 20-19-2-19 the Cabinet receives, distributes, and accounts for all funds received for career and technical education under the Carl D. Perkins Vocational and Applied Technology Act (20 U.S.C. 2301 et seq.). The Cabinet sets the vision for career and technical education and alignment with the graduation pathways in Indiana and this waiver will be essential in that work developing properly with the employer led Cabinet advising changes.

With the United States economy adding 266,000 new jobs in November 2019, bringing the total to 6.6 million new jobs since January of 2017 and with Indiana having one of the nation's lowest unemployment rates, we must utilize this model that not only seeks to strive for continuous improvement to our traditional workforce development programs but aligns those programs with resources and strategies that assist in cross-agency communication. Moving more people into meaningful training and high-wage jobs will require us to

look well beyond the Department of Workforce Development for support in areas like transportation, childcare, affordable housing, and substance abuse. Collaboration with agency leadership is creating better connected services and innovative new ways to deliver services focused on the best experience for the people served not the system outcome.

2. Actions the State has undertaken to remove State or local barriers:

There are no longer any state or local statutory or regulatory barriers to implementing the proposed waiver.

The Indiana General Assembly passed and Governor Holcomb signed Senate Enrolled Act 50. Indiana Code 4-3-27. The bill creates the Governor's Workforce Cabinet to comply with the federal requirements for a state workforce development board under WIOA.

3. State strategic goal(s) and Department of Labor priorities supported by the waiver:

The goal of the waiver is to allow flexibility in the membership requirements of the state workforce development board under WIOA Sec. 101(b)(1) and (c).

WIOA highlights the importance of states working to address the skills gap and align resources. The Department of Labor has specifically said reducing barriers to allow state innovation and efficiency is always important to the Department's mission of a skilled workforce. The bloated cabinet and membership requirements create barriers to that efficiency.

Goal: Setting a single vision for workforce policy.

The original waiver set out to create a single vision for workforce policy. During this waiver period, the Cabinet shifted under the Governor's Office and is chaired by the nationally recognized Commissioner for Indiana's Commission for Higher Education. The Cabinet's daily objectives are led by a seasoned staff with experience in education and workforce. The Governor's appointed members of the Cabinet represent key areas of Indiana's economy. Due to this strategic leadership, the goal of a single vision for workforce policy was met and is now bolstered through concrete guiding statements that the Cabinet can return to as different recommendations are made. The Mission, Vision, Goals Guiding Principles adopted by the Cabinet are as follows:

Mission: The mission of the Governor's Workforce Cabinet is to address current and future education and employment needs of both individuals and employers, strengthen Indiana's economy by integrating and aligning state and federal resources, and ensure a talent-driven education and workforce system.

Vision: The vision of the Governor's Workforce Cabinet is to create a talent system that provides all Hoosiers equitable opportunities for lifelong learning and increased personal economic mobility, as well as provides employers the talent to grow and diversify their workforce.

Goals: Every Hoosier will be aware of career opportunities that exist, have equal access to quality credentials and skills necessary for those opportunities, and employers will have access to the talent necessary for them to continue to grow and locate in Indiana.

- Increase the attainment of quality credentials beyond a high school diploma so that at least 60% of Hoosiers have a quality credential by 2025.
- Increase engagement between employers and the talent development system so skills gaps are being identified and addressed in a more responsive way.
- Guiding Principles: The Governor's Workforce Cabinet is committed to:
- Ensuring quality pathways for all Hoosiers that provide opportunities for career advancement, personal prosperity, and well-being.
- Partnering with Indiana employers and education and training providers to close skill gaps and meet emerging talent needs.
- Strengthening Indiana's economy by aligning programs and funding to meet current and future workforce needs.

Goal: Align workforce and education programs for efficiency and effectiveness.

The structure of the Cabinet allows employers and workforce leaders to identify potential new resources for local boards, incentivize new outcomes and more meaningful metrics, and foster region-wide collaborations.

One of the changes that came out of the workforce funding review and a recommendation from the cabinet was a move of the Hoosiers Initiative for Re-Entry from the Department of Workforce Development to the Department of Corrections. More individuals are connecting with jobs that provide livable

wages and making those connections pre-release allowing them to have a positive outlook upon release.

An integrated intake form that can be accessed by different agencies so that a person utilizing the system has a better experience will be part of the recommendations in the State Plan to begin conversations around how this could be implemented.

Goal: Establish a platform to share best practices at the state, local, and service provider levels.

One way the Cabinet was able to take action around this goal was with the creation of local career coaching grants.

The local career coaching grants and funding associated with the grants were awarded by the Governor's Workforce Cabinet to regional applicants. Implementation grants of up to three years that collect data and assist in connecting students in various communities through experiences and opportunities that help determine the career path that is best suited to their interests and aptitude. Expectations included partnership and engagement from K-12, postsecondary, local community, employers, and economic development or workforce board. A local match was required. Planning grants were made available to allow communities time to come together to strategically map out the resources that are already available locally that may be leveraged to bring people together and provide sustainability to the community's career coaching strategy. These grants were established as one (1) year grants. Learning from different local models and the engagement of specified partners and sharing that information with the Cabinet will allow the Cabinet to establish various best practices around the state, leading to employer and talent satisfaction with appropriate skills and knowledge about a chosen career path.

Governor Holcomb, the Markle Foundation, and Microsoft announced Skillful Indiana in October of 2018. This partnership with support by Walmart, Lumina Foundation, Purdue University and Purdue Extension brings practical tools to connect Hoosier to good jobs in a changing economy. The first Skillful Indiana Career Coaching Corps (Coaching Corps) graduated in 2019 bringing synergy to career coaching across Indiana. The Coaching Corps presented to leadership of the Cabinet recommending actionable changes to recognized barriers to serving Hoosiers that they had experienced first-hand. The Coaching Corps has continued to serve as a resource through assisting on the Cabinet committees and engaging in the community of practice

strengthening Indiana's career coaching ecosystem. The business resources to drive success and connection across the regions selected by Skillful give WorkOnes (AJC's) the tools to advance business practices in hiring based on skills not unnecessary requirements. This partnership with Skillful will continue to support the infrastructure necessary to close the skills gap in Indiana if the existing Cabinet can continue to collaborate from the employer driven perspective and with the right agency leadership.

The Cabinet approved a resolution to create a bi-state planning region in December of 2019. After years of collaboration and with the hope of continuing to share and merge local resources to allow for individuals served between Indiana and Kentucky, a bi-state planning region was supported by the Cabinet. The work of the Region 10 workforce board and Kentuckiana Works is an impressive model for cross collaboration of ideas and resources to truly provide a positive experience for someone needing assistance when they walk in to either state office.

Goal: The Cabinet will lead the Career and Technical Education (CTE) design under Carl D. Perkins Vocational and Applied Technology Act to advance opportunities for students taking CTE Courses.

Re-designing and joining the CTE opportunities with graduation pathways will produce positive results for students obtaining skills and advanced knowledge to obtain certificates. Hoosiers will be able to secure employment or quickly connect to an applicable post-secondary program with a confidence that did not previously exist based on their experiences.

Goal: Implement and track WIOA State Workforce Plan (State Plan) initiatives.

Indiana used a human centered approach to design the State Plan. This plan is unique in that its recommendations are written from the lens of identified target populations versus a traditional program focused lens. In order to have all the right input for the State Plan, the Cabinet created the constituent support committee, the strategic plan committee, the industry committee, and the policy committee.

The committees having representation from employers, agencies, education leaders, community partners, local board, and legislative members to advise on sections of the State Plan and will continue to meet in order to ensure recommendations move towards implementation and track data to monitor success.

4. Projected programmatic outcomes resulting from implementation of the waiver:

The composition of the Cabinet provides an opportunity to hear from and provide solutions to employers in Indiana's key sectors. Future outcomes will continue to develop through implementation of the strategies outlined in the State Plan.

5. Individuals, groups or populations benefiting from the waiver:

Individuals will benefit the most from this waiver. Indiana, led by Governor Holcomb's drive to put people first, will connect more Hoosiers with meaningful training and quality jobs.

Local Boards will benefit from greater connectivity to state government and the Governor's office, greater assistance in development of programmatic training and onboarding of new members, and the opportunity to access resources that may be available through state agencies on the Cabinet.

Employers will benefit from better access to cross agency information when they connect with the state and access to talent that is skilled and ready to fill open positions.

6. How the State plans to monitor waiver implementation, including collection of waiver outcome information:

The outcome of the waiver will be a statewide achievement of better communication and direction for the WIOA established workforce system.

One of the functions of the Cabinet is to review, monitor, and recommend changes to the state's workforce system. As such, there will continually be an eye toward how Hoosiers are impacted by the policy decisions of the Cabinet and the programs implemented at both a state and local level. Outcomes that result from aligning these systems will be included in the state's annual WIOA report.

7. Assurance of State posting of the request for public comment and notification to affected local workforce development boards:

The Governor's Workforce Cabinet Strategic Plan Committee, created in 2019, consisted of key agency, education, workforce, and organizational leadership. The committee discussed the waivers and had local board

representation present. The draft state plan was posted on the Department of Workforce Development and Governor's Workforce Cabinet websites and notice was sent out broadly by core partners that the plan was open for public comment.

A local meeting occurred in 11 regions beginning August and concluding November to discuss objectives in the State Plan and hear feedback from local partners.

A copy of the waiver will be available for public inspection at the Indiana Department of Workforce Development offices and the Governor's Workforce Cabinet Office.

APPENDIX 1: Governor's Workforce Cabinet Membership

The membership of the newly-established Governor's Workforce Cabinet consists of at least the following twenty (21) members:

1. A chairperson appointed by the Governor.
2. The secretary of career connections and talent.
3. The commissioner of the department of workforce development.
4. The president of the Indiana economic development corporation.
5. The commissioner of the Indiana commission for higher education.
6. The commissioner of the Indiana department of corrections.
7. The commissioner of family and social services of Indiana.
8. The superintendent of public instruction.
9. The president of Ivy Tech Community College.
10. The president of Vincennes University.
11. A member appointed by the governor who is an apprenticeship coordinator of a joint labor management apprenticeship program approved by the United States Department of Labor, Employment and Training Administration, Office of Apprenticeship.
12. A member representing high school career and technical education directors appointed by the governor in consultation with the Indiana Association of Career and Technical Education Districts.
13. A member representing manufacturing appointed by the governor in consultation with the Indiana Manufacturers Association.
14. A member representing a minority business enterprise appointed by the governor.
15. A member representing a women's business enterprise appointed by the governor.

16. A member representing a veteran owned business appointed by the governor.
17. A member representing the nonunion and construction trades appointed by the governor in consultation with the Associated Builders and Contractors, Inc., and the Indiana Builders Association.
18. A business owner appointed by the governor in consultation with the Indiana Chamber

of Commerce.

19. A small business owner appointed by the governor in consultation with the National Federation of Independent Businesses.
20. A member of a community-based organization appointed by the governor.
21. Three (3) at-large business owners appointed by the governor, one (1) of whom is a business owner who employs less than fifty (50) employees.
22. A member of the house of representatives appointed by the speaker of the house of representatives who serves as a nonvoting member.
23. A member of the senate appointed by the president pro tempore of the senate who serves as a nonvoting member.
24. Any additional members designated and appointed by the governor.

(b) The members appointed under subsection (a)(11) through (a)(19) must be geographically diverse.

Appendix II

Customer Satisfaction Survey Results

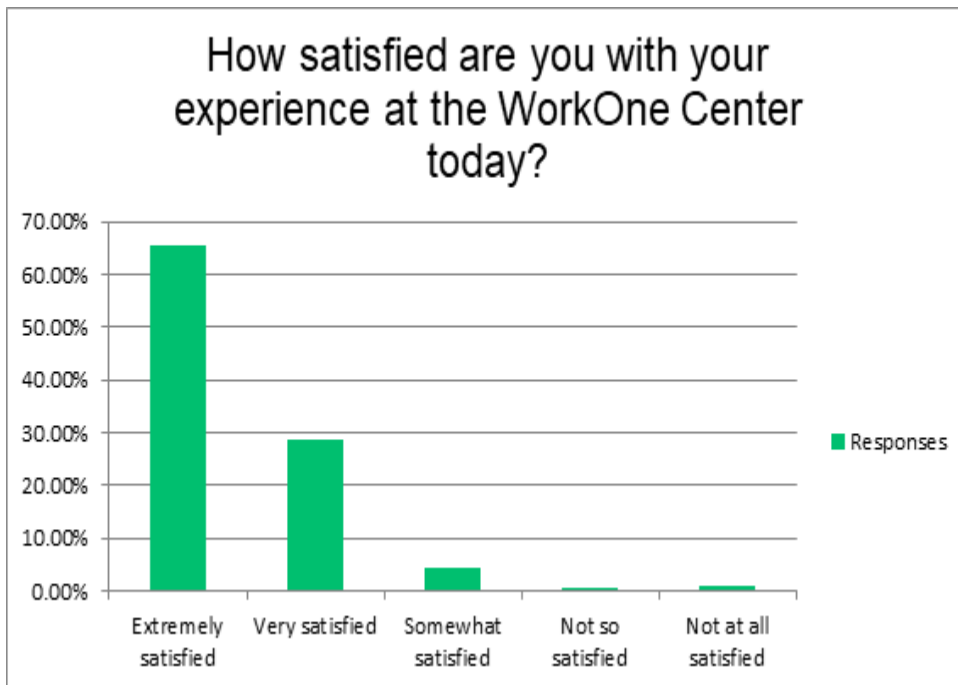
WIOA WorkOne Customer Satisfaction Survey

PY 21 Overall Customer Satisfaction: 98%

WorkOne Customer Satisfaction Survey PY 2021

How satisfied are you with your experience at the WorkOne Center today?

Answer Choices	Responses	
Extremely satisfied	65.62%	9797
Very satisfied	28.58%	4267
Somewhat satisfied	4.29%	641
Not so satisfied	0.69%	103
Not at all satisfied	0.82%	122
Overall Satisfaction 98.49%		
Answered 14930		



Skipped 1861

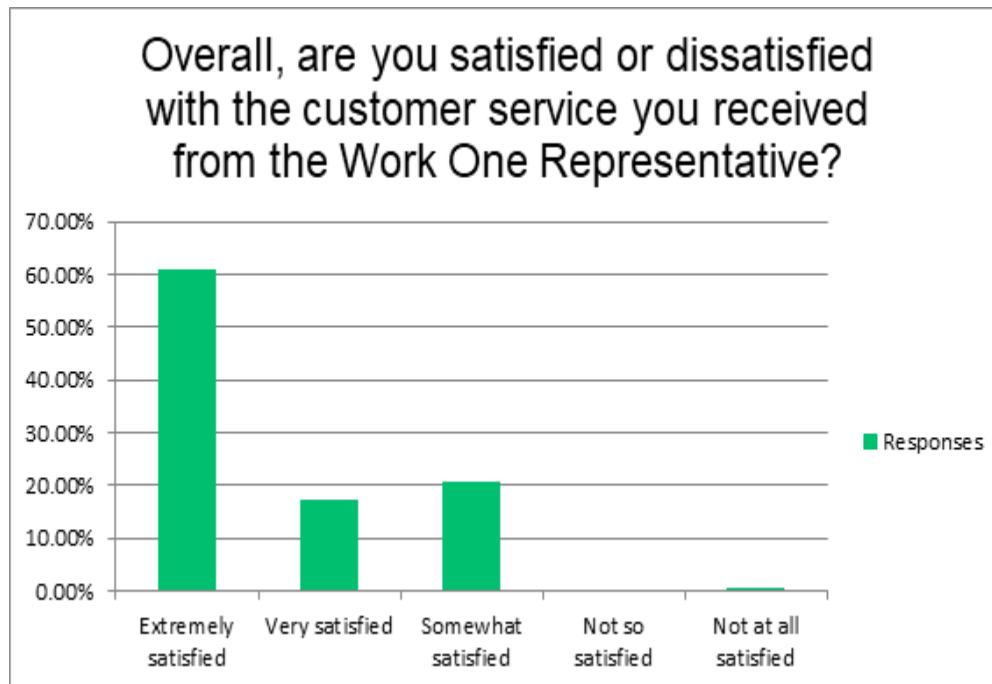
Employer Satisfaction Survey

PY 21 Overall Employer Satisfaction: 99%

Employer Satisfaction Survey PY 2021

Overall, are you satisfied or dissatisfied with the customer service you received from the Work One Representative?

Answer Choices	Responses
Extremely satisfied	293
Very satisfied	61.17%
Somewhat satisfied	17.33% 83
Not so satisfied	20.67% 99
Not at all satisfied	0.21% 1
	0.63% 3
Overall Satisfaction 99.17%	
Answered 479	



Skipped 3

Appendix III

Local Area Performance

Region 1		
WIOA Adult		
Indicator	PY21 Target	PY21 Actual
Credential Rate	65.90%	66.80%
Employment Q2	77.80%	82.60%
Employment Q4	74.50%	77.70%
MSG	56.00%	62.20%
Median Earnings	\$6,112	\$8,114
WIOA Dislocated Worker		
Indicator	PY21 Target	PY21 Actual
Credential Rate	63.10%	76.50%
Employment Q2	77.20%	83.30%
Employment Q4	74.70%	74.80%
MSG	58.10%	64.30%
Median Earnings	\$6,972	\$9,572
WIOA Youth		
Indicator	PY21 Target	PY21 Actual
Credential Rate	62.50%	63.90%
Employment Q2	77.60%	80.40%
Employment Q4	78.70%	81.40%
MSG	48.90%	65.50%
Median Earnings	\$3,447	\$4,227
Wagner-Peyser		
Indicator	PY21 Target	PY21 Actual
Credential Rate	NA	NA
Employment Q2	76.70%	67.30%
Employment Q4	73.00%	71.50%
MSG	NA	NA
Median Earnings	\$6,723	\$7,150

Region 2		
WIOA Adult		
Indicator	PY21 Target	PY21 Actual
Credential Rate	64.00%	75.20%
Employment Q2	77.20%	76.20%
Employment Q4	77.00%	77.00%
MSG	59.20%	65.40%
Median Earnings	\$6,204	\$7,606
WIOA Dislocated Worker		
Indicator	PY21 Target	PY21 Actual
Credential Rate	66.60%	80.80%
Employment Q2	75.90%	81.90%
Employment Q4	77.90%	72.30%
MSG	40.20%	49.50%
Median Earnings	\$7,298	\$8,971
WIOA Youth		
Indicator	PY21 Target	PY21 Actual
Credential Rate	61.60%	53.80%
Employment Q2	75.20%	80.50%
Employment Q4	73.70%	81.40%
MSG	36.90%	56.70%
Median Earnings	\$3,284	\$4,212
Wagner-Peyser		
Indicator	PY21 Target	PY21 Actual
Credential Rate	NA	NA
Employment Q2	76.60%	69.80%
Employment Q4	73.00%	75.10%
MSG	NA	NA
Median Earnings	\$6,723	\$7,997

Region 3		
WIOA Adult		
Indicator	PY21 Target	PY21 Actual
Credential Rate	55.10%	82.50%
Employment Q2	80.60%	80.60%
Employment Q4	79.70%	82.10%
MSG	60.00%	58.00%
Median Earnings	\$6,562	\$8,097
WIOA Dislocated Worker		
Indicator	PY21 Target	PY21 Actual
Credential Rate	49.80%	84.40%
Employment Q2	78.50%	78.50%
Employment Q4	79.80%	81.20%
MSG	56.50%	69.60%
Median Earnings	\$7,278	\$8,454
WIOA Youth		
Indicator	PY21 Target	PY21 Actual
Credential Rate	62.30%	91.50%
Employment Q2	71.50%	88.00%
Employment Q4	74.10%	90.60%
MSG	39.20%	82.30%
Median Earnings	\$2,880	\$4,351
Wagner- Peyser		
Indicator	PY21 Target	PY21 Actual
Credential Rate	NA	NA
Employment Q2	76.70%	69.00%
Employment Q4	73.00%	74.80%
MSG	NA	NA
Median Earnings	\$6,723	\$7,508

Region 4		
WIOA Adult		
Indicator	PY21 Target	PY21 Actual
Credential Rate	66.80%	75.00%
Employment Q2	79.10%	84.30%
Employment Q4	77.60%	76.50%
MSG	62.70%	75.40%
Median Earnings	\$6,184	\$9,184
WIOA Dislocated Worker		
Indicator	PY21 Target	PY21 Actual
Credential Rate	61.10%	80.40%
Employment Q2	75.90%	75.00%
Employment Q4	75.80%	66.30%
MSG	62.70%	82.40%
Median Earnings	\$7,130	\$7,591
WIOA Youth		
Indicator	PY21 Target	PY21 Actual
Credential Rate	63.50%	81.30%
Employment Q2	77.10%	77.10%
Employment Q4	76.20%	79.60%
MSG	45.50%	74.20%
Median Earnings	\$3,352	\$4,727
Wagner- Peyser		
Indicator	PY21 Target	PY21 Actual
Credential Rate	NA	NA
Employment Q2	76.70%	69.60%
Employment Q4	73.00%	73.40%
MSG	NA	NA
Median Earnings	\$6,723	\$7,757

Region 5		
WIOA Adult		
Indicator	PY21 Target	PY21 Actual
Credential Rate	60.50%	75.80%
Employment Q2	80.20%	80.20%
Employment Q4	78.90%	78.10%
MSG	72.20%	72.00%
Median Earnings	\$6,067	\$8,014
WIOA Dislocated Worker		
Indicator	PY21 Target	PY21 Actual
Credential Rate	53.70%	81.00%
Employment Q2	82.00%	72.00%
Employment Q4	82.30%	82.30%
MSG	50.30%	57.90%
Median Earnings	\$8,489	\$10,974
WIOA Youth		
Indicator	PY21 Target	PY21 Actual
Credential Rate	66.80%	71.40%
Employment Q2	80.20%	84.10%
Employment Q4	76.30%	79.90%
MSG	52.80%	80.60%
Median Earnings	\$3,389	\$4,306
Wagner- Peyser		
Indicator	PY21 Target	PY21 Actual
Credential Rate	NA	NA
Employment Q2	76.70%	65.60%
Employment Q4	73.00%	70.70%
MSG	NA	NA
Median Earnings	\$6,723	\$8,287

Region 6		
WIOA Adult		
Indicator	PY21 Target	PY21 Actual
Credential Rate	59.60%	66.70%
Employment Q2	79.70%	68.60%
Employment Q4	75.50%	70.80%
MSG	56.20%	57.80%
Median Earnings	\$5,933	\$6,228
WIOA Dislocated Worker		
Indicator	PY21 Target	PY21 Actual
Credential Rate	52.60%	44.40%
Employment Q2	76.50%	62.80%
Employment Q4	75.60%	69.40%
MSG	39.70%	84.90%
Median Earnings	\$6,854	\$6,466
WIOA Youth		
Indicator	PY21 Target	PY21 Actual
Credential Rate	58.20%	80.70%
Employment Q2	72.00%	73.40%
Employment Q4	74.20%	81.30%
MSG	47.90%	33.30%
Median Earnings	\$3,108	\$2,889
Wagner Peyser		
Indicator	PY21 Target	PY21 Actual
Credential Rate	NA	NA
Employment Q2	76.70%	65.20%
Employment Q4	73.00%	70.30%
MSG	NA	NA
Median Earnings	\$6,723	\$6,769

Region 7		
WIOA Adult		
Indicator	PY21 Target	PY21 Actual
Credential Rate	63.50%	87.10%
Employment Q2	81.70%	81.70%
Employment Q4	78.30%	76.80%
MSG	64.80%	53.00%
Median Earnings	\$6,105	\$7,746
WIOA Dislocated Worker		
Indicator	PY21 Target	PY21 Actual
Credential Rate	59.70%	82.60%
Employment Q2	79.50%	79.50%
Employment Q4	80.00%	83.70%
MSG	62.70%	29.40%
Median Earnings	\$8,000	\$8,638
WIOA Youth		
Indicator	PY21 Target	PY21 Actual
Credential Rate	63.00%	69.60%
Employment Q2	78.40%	85.50%
Employment Q4	76.40%	72.50%
MSG	44.10%	44.00%
Median Earnings	\$3,400	\$4,495
Wagner Peyser		
Indicator	PY21 Target	PY21 Actual
Credential Rate	NA	NA
Employment Q2	76.70%	65.80%
Employment Q4	73.00%	68.20%
MSG	NA	NA
Median Earnings	\$6,723	\$6,632

Region 8		
WIOA Adult		
Indicator	PY21 Target	PY21 Actual
Credential Rate	56.20%	74.80%
Employment Q2	79.10%	79.10%
Employment Q4	79.10%	79.80%
MSG	67.90%	66.60%
Median Earnings	\$6,097	\$7,348
WIOA Dislocated Worker		
Indicator	PY21 Target	PY21 Actual
Credential Rate	57.40%	77.80%
Employment Q2	74.30%	80.40%
Employment Q4	74.10%	72.90%
MSG	56.40%	73.10%
Median Earnings	\$7,211	\$8,082
WIOA Youth		
Indicator	PY21 Target	PY21 Actual
Credential Rate	60.90%	60.00%
Employment Q2	75.90%	81.10%
Employment Q4	75.70%	83.30%
MSG	51.30%	46.70%
Median Earnings	\$3,976	\$4,364
Wagner Peyser		
Indicator	PY21 Target	PY21 Actual
Credential Rate	NA	NA
Employment Q2	76.70%	64.90%
Employment Q4	73.00%	68.80%
MSG	NA	NA
Median Earnings	\$6,723	\$6,880

Region 9		
WIOA Adult		
Indicator	PY21 Target	PY21 Actual
Credential Rate	66.30%	81.50%
Employment Q2	85.70%	88.50%
Employment Q4	83.50%	79.80%
MSG	73.10%	81.70%
Median Earnings	\$6,586	\$7,018
WIOA Dislocated Worker		
Indicator	PY21 Target	PY21 Actual
Credential Rate	65.20%	77.80%
Employment Q2	79.60%	75.00%
Employment Q4	83.00%	67.70%
MSG	66.20%	52.60%
Median Earnings	\$7,181	\$8,606
WIOA Youth		
Indicator	PY21 Target	PY21 Actual
Credential Rate	66.20%	55.60%
Employment Q2	80.20%	76.70%
Employment Q4	76.20%	75.00%
MSG	49.90%	72.90%
Median Earnings	\$3,921	\$5,401
Wagner Peyser		
Indicator	PY21 Target	PY21 Actual
Credential Rate	NA	NA
Employment Q2	76.70%	66.90%
Employment Q4	73.00%	73.20%
MSG	NA	NA
Median Earnings	\$6,723	\$8,070

Region 10		
WIOA Adult		
Indicator	PY21 Target	PY21 Actual
Credential Rate	71.40%	70.60%
Employment Q2	80.90%	80.90%
Employment Q4	79.50%	79.20%
MSG	64.50%	81.00%
Median Earnings	\$7,046	\$8,786
WIOA Dislocated Worker		
Indicator	PY21 Target	PY21 Actual
Credential Rate	66.70%	91.30%
Employment Q2	80.90%	80.90%
Employment Q4	80.40%	71.60%
MSG	77.10%	80.00%
Median Earnings	\$8,116	\$9,732
WIOA Youth		
Indicator	PY21 Target	PY21 Actual
Credential Rate	64.40%	72.20%
Employment Q2	76.80%	79.40%
Employment Q4	75.20%	76.90%
MSG	41.90%	54.80%
Median Earnings	\$4,347	\$4,850
Wagner Peyser		
Indicator	PY21 Target	PY21 Actual
Credential Rate	NA	NA
Employment Q2	76.70%	66.60%
Employment Q4	73.00%	70.50%
MSG	NA	NA
Median Earnings	\$6,723	\$7,208

Region 11		
WIOA Adult		
Indicator	PY21 Target	PY21 Actual
Credential Rate	58.00%	61.00%
Employment Q2	82.90%	82.90%
Employment Q4	79.30%	82.20%
MSG	60.40%	83.70%
Median Earnings	\$5,923	\$6,820
WIOA Dislocated Worker		
Indicator	PY21 Target	PY21 Actual
Credential Rate	49.00%	95.20%
Employment Q2	81.60%	75.10%
Employment Q4	81.00%	74.70%
MSG	55.70%	89.70%
Median Earnings	\$7,237	\$7,771
WIOA Youth		
Indicator	PY21 Target	PY21 Actual
Credential Rate	62.00%	76.50%
Employment Q2	80.00%	87.60%
Employment Q4	77.70%	88.70%
MSG	50.30%	70.90%
Median Earnings	\$3,341	\$4,201
Wagner Peyser		
Indicator	PY21 Target	PY21 Actual
Credential Rate	NA	NA
Employment Q2	76.70%	69.60%
Employment Q4	73.00%	75.30%
MSG	NA	NA
Median Earnings	\$6,723	\$6,773

Region 12		
WIOA Adult		
Indicator	PY21 Target	PY21 Actual
Credential Rate	61.20%	53.30%
Employment Q2	80.70%	80.00%
Employment Q4	76.00%	74.60%
MSG	48.30%	65.90%
Median Earnings	\$6,592	\$8,859
WIOA Dislocated Worker		
Indicator	PY21 Target	PY21 Actual
Credential Rate	46.50%	72.50%
Employment Q2	75.20%	77.10%
Employment Q4	77.50%	78.00%
MSG	41.40%	58.10%
Median Earnings	\$8,065	\$8,245
WIOA Youth		
Indicator	PY21 Target	PY21 Actual
Credential Rate	61.10%	70.20%
Employment Q2	75.50%	82.70%
Employment Q4	72.80%	81.80%
MSG	33.70%	76.20%
Median Earnings	\$3,169	\$4,563
Wagner Peyser		
Indicator	PY21 Target	PY21 Actual
Credential Rate	NA	NA
Employment Q2	76.70%	63.50%
Employment Q4	73.00%	70.00%
MSG	NA	NA
Median Earnings	\$6,723	\$6,283

Appendix IV

Opioid Response, Disaster Recovery, and Employment Recovery Grants Tables

NHE Opioid Response-DWD-Regional Grant Period Ends June 2023					
Regional Allocation Amount	\$ 2,567,492.00	Regional Amount Invoiced to Date	\$ 1,796,084.60	Statewide Percentage of Goal	70%
NHE Opioid Response- DWG Grant Expenditures					
Region	Award Amount	Invoiced to Date		Remaining Balance	Percentage Utilized
6	\$ 693,565.00	\$	464,964.57	\$ 228,600.43	67%
9	\$ 1,000,806.00	\$	759,776.15	\$ 241,029.85	76%
10	\$ 2,567,492.00	\$	571,343.88	\$ 1,996,148.12	22%
Total	\$ 4,261,863.00	\$	1,796,084.60	\$ 2,465,778.40	42%
Expenditures as of June 30, 2022					

NHE Opioid Response-DWD-Regional Grant Period Ends June 2023					
Statewide Total Planned Participants	500	Statewide Actual Participants	564	Statewide Percentage of Goal	113%
NHE Opioid Response- DWG Regional Grant Participants					
Performance Goals		Planned Total (for Grant Period)		Actual through 6/30/2022	
Total Participants		500		555	
Disaster Relief Employment		0		2	
Career Services		500		555	
Training Services		100		131	
Supportive Services		150		74	
ICC Numbers as of June 30, 2022					

Disaster Recovery- Regional Grant Period Ended February 2022					
Regional Allocation Amount	\$ 2,567,492.00	Regional Amount Invoiced to Date	\$ 1,796,084.60	Statewide Percentage of Goal	70%
DWG-Disaster Recovery Grant Expenditures					
Region	Award Amount	Invoiced to Date		Remaining Balance	Percentage Utilized
1	\$ 131,500.00	\$ 79,651.71		\$ 51,848.29	61%
2	\$ 252,000.00	\$ 48,149.32		\$ 203,850.68	19%
3	\$ 279,282.00	\$ 165,360.06		\$ 113,921.94	59%
4	\$ 131,500.00	\$ 90,585.83		\$ 40,914.17	69%
5	\$ 281,500.00	\$ 213,541.50		\$ 67,958.50	76%
6	\$ 301,500.00	\$ 283,345.27		\$ 18,154.73	94%
7	\$ 131,500.00	\$ 35,145.17		\$ 96,354.83	27%
8	\$ 651,500.00	\$ 112,294.00		\$ 539,206.00	17%
9	\$ 460,250.00	\$ 265,796.26		\$ 194,453.74	58%
10	\$ 310,120.00	\$ 127,750.10		\$ 182,369.90	41%
11	\$ 237,100.00	\$ 146,181.85		\$ 90,918.15	62%
12	\$ 371,300.00	\$ 344,318.07		\$ 26,981.93	93%
Total	\$ 3,539,052.00	\$ 1,912,119.14		\$ 1,626,932.86	54%
Expenditures as of March 1, 2022					

Disaster Recovery- Regional Grant Period Ended February 2022					
Statewide Total Planned Participants	202	Statewide Actual Placements	189	Statewide Percentage of Goal	94%
DWG-Disaster Recovery Grant Expenditures					
Region	DR Per ICC		DR planned		Percentage Utilized
1	3		20		15%
2	6		47		13%
3	20		16		125%
4	14		14		100%
5	15		12		125%
6	9		16		56%
7	7		15		47%
8	10		8		125%
9	15		13		115%
10	12		10		120%
11	11		12		92%
12	28		19		147%
Total	150		202		74%
ICC Numbers as of February 25, 2022					

Employment Recovery- Regional Grant Period Ends May 2023					
Regional Allocation Amount	\$ 5,735,075.00	Regional Amount Invoiced to Date	\$ 2,585,640.70	Statewide Percentage of Goal	45%
DWG-Employment Recovery Grant Expenditures					
Region	Award Amount	Invoiced to Date		Remaining Balance	Percentage Utilized
1	\$ 323,180.00	\$	250,005.16	\$ 73,174.84	77%
2	\$ 483,327.00	\$	170,443.73	\$ 312,883.27	35%
3	\$ 335,576.00	\$	53,993.37	\$ 281,582.63	16%
4	\$ 305,314.00	\$	19,650.35	\$ 285,663.65	6%
5	\$ 617,500.00	\$	581,563.82	\$ 35,936.18	94%
6	\$ 411,400.00	\$	345,825.68	\$ 65,574.32	84%
7	\$ 211,230.00	\$	-	\$ 211,230.00	0%
8	\$ 350,000.00	\$	192,008.56	\$ 157,991.44	55%
9	\$ 385,931.00	\$	245,543.96	\$ 140,387.04	64%
10	\$ 667,755.00	\$	180,296.51	\$ 487,458.49	27%
11	\$ 650,025.00	\$	183,506.72	\$ 466,518.28	28%
12	\$ 843,837.00	\$	362,802.84	\$ 481,034.16	43%
Total	\$ 5,585,075.00	\$	2,585,640.70	\$ 2,999,434.30	46%
Expenditures as of June 30, 2022					

Employment Recovery- Regional Grant Period Ends May 2023					
Statewide Total Planned Participants	1475	Statewide Actual Placements	921	Statewide Percentage of Goal	62%
DWG-Employment Recovery Grant Participants					
Region	ER Per ICC		ER planned		Percentage Utilized
1	63		73		86%
2	38		105		36%
3	12		70		17%
4	4		60		7%
5	128		138		93%
6	388		418		93%
7	0		43		0%
8	92		129		71%
9	60		85		71%
10	73		152		48%
11	40		122		33%
12	23		80		29%
Total	921		1475		62%
ICC Numbers as of June 30, 2022					

Employment Recovery- Regional Grant Period Ends May 2023					
Regional Allocation Amount	\$ 5,735,075.00	Regional Amount Invoiced to Date	\$ 2,585,640.70	Statewide Percentage of Goal	45%
DWG-Employment Recovery Grant Expenditures					
Region	Award Amount	Invoiced to Date		Remaining Balance	Percentage Utilized
1	\$ 323,180.00	\$ 250,005.16		\$ 73,174.84	77%
2	\$ 483,327.00	\$ 170,443.73		\$ 312,883.27	35%
3	\$ 335,576.00	\$ 53,993.37		\$ 281,582.63	16%
4	\$ 305,314.00	\$ 19,650.35		\$ 285,663.65	6%
5	\$ 617,500.00	\$ 581,563.82		\$ 35,936.18	94%
6	\$ 411,400.00	\$ 345,825.68		\$ 65,574.32	84%
7	\$ 211,230.00	\$ -		\$ 211,230.00	0%
8	\$ 350,000.00	\$ 192,008.56		\$ 157,991.44	55%
9	\$ 385,931.00	\$ 245,543.96		\$ 140,387.04	64%
10	\$ 667,755.00	\$ 180,296.51		\$ 487,458.49	27%
11	\$ 650,025.00	\$ 183,506.72		\$ 466,518.28	28%
12	\$ 843,837.00	\$ 362,802.84		\$ 481,034.16	43%
Total	\$ 5,585,075.00	\$ 2,585,640.70		\$ 2,999,434.30	46%
Expenditures as of June 30, 2022					

Employment Recovery- Regional Grant Period Ends May 2023					
Statewide Total Planned Participants	1475	Statewide Actual Placements	921	Statewide Percentage of Goal	62%
DWG-Employment Recovery Grant Participants					
Region	ER Per ICC		ER planned		Percentage Utilized
1	63		73		86%
2	38		105		36%
3	12		70		17%
4	4		60		7%
5	128		138		93%
6	388		418		93%
7	0		43		0%
8	92		129		71%
9	60		85		71%
10	73		152		48%
11	40		122		33%
12	23		80		29%
Total	921		1475		62%
ICC Numbers as of June 30, 2022					

INDIANA ECONOMIC ANALYSIS REPORT



David J. Adams, Commissioner

October 2022

Acknowledgements

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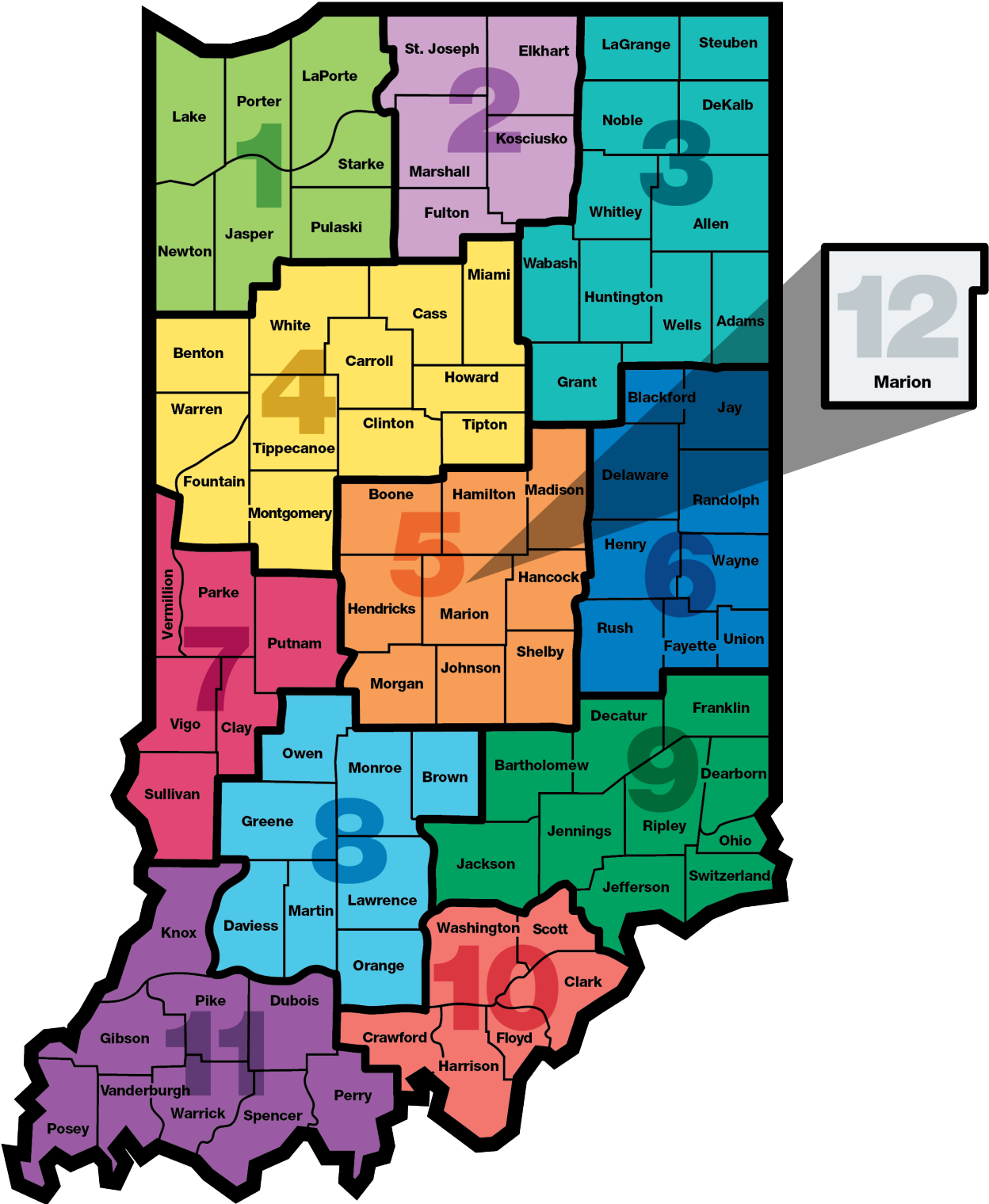
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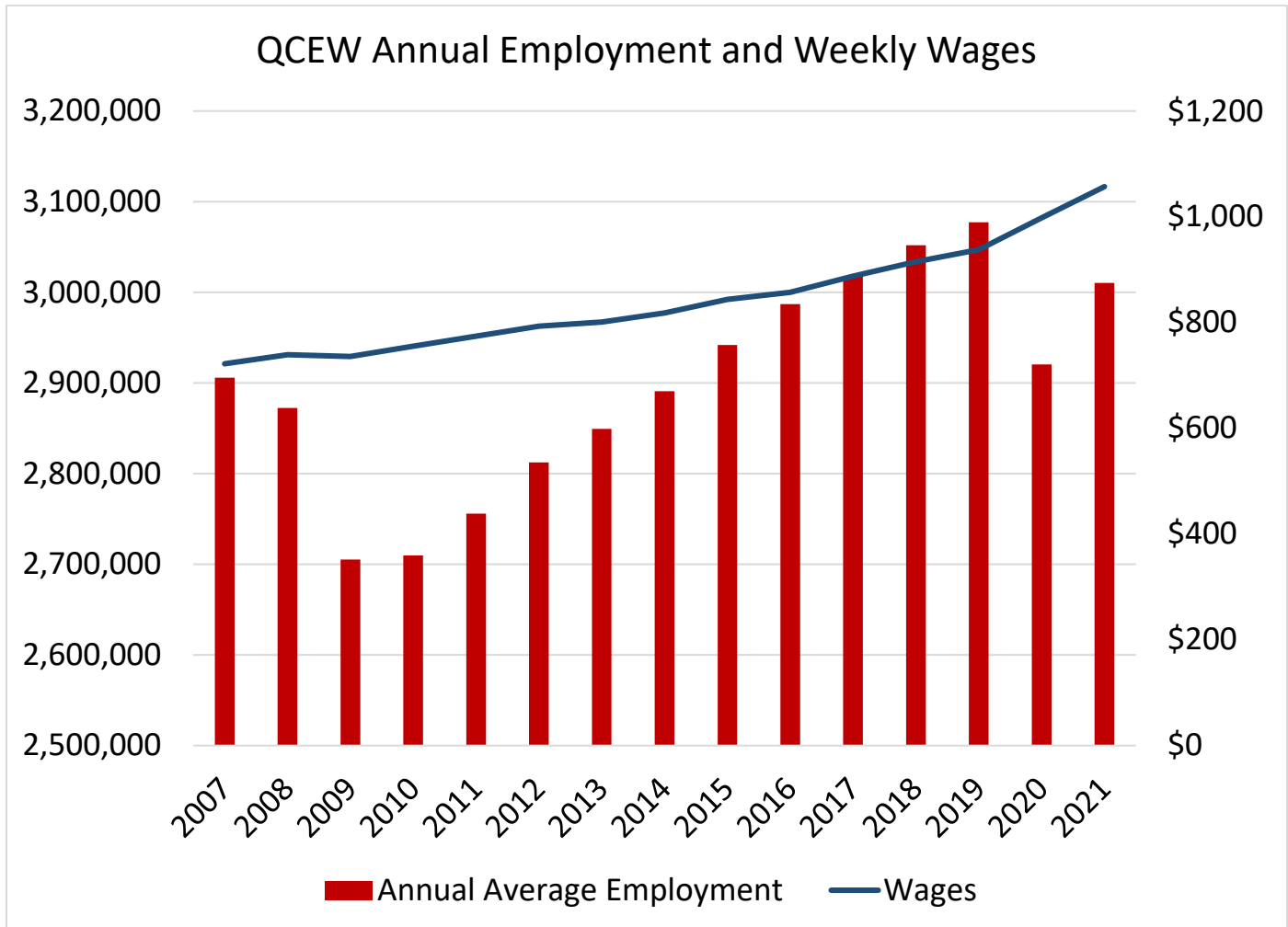
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Economic Growth Regions



2021 Indiana Employment in Brief

After a decade of job growth, the 2020 pandemic caused a sharp decline in jobs. In 2021, the average annual employment level was 2,631,157 for private employment and 3,010,658 for all public and private sectors. Those numbers are a loss of 65,728 in public and private sector jobs and 65,945 private jobs from 2019. This means Indiana had recovered more than half the job losses sustained in April 2020. 2021 average weekly wages have risen to \$1,057 for all Industries. The following charts summarize Indiana's 2020 Employment from the Quarterly Census of Employment and Wages (QCEW) program.



Source: IDWD Quarterly Census of Employment and Wages

Summary: Current Employment Statistics and Labor Force 2021

January 2022 estimates from the Current Employment Statistics (CES) and Local Area Unemployment Statistics (LAUS) indicate recovering private sector employment and decreasing unemployment from the previous year. Indiana's labor force is down 57,837 from January 2021 to January 2022. These losses are still due to the COVID-19 pandemic in 2020. Indiana's 2020 annual labor force stands at 3,322,466.

Most sectors lost recovered job losses due to the 2020 pandemic. From January 2021 to January 2022 Indiana's Total Non-Farm employment has recovered 2,200 Total Non-Farm jobs. Leisure and Hospitality recovered 26,700 jobs, Professional and Business Services recovered 19,500 and Manufacturing recovered 13,400 jobs over the year.

Source: *Current Employment Statistics January 2022.*

IN Employment Change Over the Month, Year-to-Date and Over the Year (seasonally adjusted)					
Industry	January 2021	December 2021	January 2022	Month Change	Y-to-Y Change
Private Educational & Health Services	466.2	462.3	462.1	-0.2	-4.1
..... <i>Private Educational Services</i>	54.7	54.4	53.7	-0.7	-1.0
..... <i>Health Care & Social Assistance</i>	411.5	407.9	408.4	0.5	-3.1
Manufacturing	520.0	534.1	533.4	-0.7	13.4
Professional & Business Services	340.1	359.8	359.6	-0.2	19.5
Financial Activities	143.8	145.2	145.4	0.2	1.6
Construction	148.8	156.6	157.7	1.1	8.9
Leisure and Hospitality	270.5	297.9	297.2	-0.7	26.7
Trade, Transportation & Utilities	609.1	617.3	619.7	2.4	10.6
..... <i>Trade</i>	435.9	438.7	442.7	4.0	6.8
..... <i>Transportation, Warehousing & Utilities</i>	173.2	178.6	177.0	-1.6	3.8
All Other	147.5	157.1	156.7	-0.4	9.2
Total Private	2,646.0	2,730.3	2,731.8	1.5	85.8
Government (Includes Public Schools & Hospitals)	403.0	419.0	419.7	0.7	16.7
Total Nonfarm	3,049.0	3,149.3	3,151.5	2.2	102.5
United States Total Private	121,229.0	127,099.0	127,547.0	448.0	6,318.0

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Section A: Economic Analysis

A1: Annual Employment and Wages (2021)

Indiana Employment, Firms and Wages by Industry 2021				
Industries	Average Annual Wage	Units	Total Annual Wages (in billions)	Average Employment
Total	\$54,975	178,723	165.00	3,010,407
Manufacturing	\$68,929	9,295	36.00	524,517
Health Care and Social Assistance	\$57,528	15,451	25.20	438,514
Retail Trade	\$34,135	20,801	10.70	314,003
Accommodation and Food Services	\$20,151	13,776	5.00	247,947
Educational Services	\$48,063	3,517	11.40	237,652
Administrative and Waste Services	\$40,973	10,897	7.50	183,290
Transportation and Warehousing	\$52,929	7,319	9.00	171,314
Construction	\$65,277	14,592	9.80	149,592
Professional and Technical Services	\$79,693	21,957	10.50	131,793
Public Administration	\$54,404	2,835	7.00	128,848
Wholesale Trade	\$77,356	13,693	9.40	122,016
Finance and Insurance	\$84,165	11,090	8.50	100,674
Other Services	\$38,638	13,312	3.30	84,448
Arts, Entertainment, and Recreation	\$37,920	2,366	1.40	37,332
Real Estate and Rental and Leasing	\$54,922	7,236	1.90	36,383
Management of Companies and Enterprises	\$113,689	1,248	3.90	34,002
Information	\$64,240	3,059	2.00	31,951
Agriculture, Forestry, Fishing, and Hunting	\$44,090	2,029	0.70	15,727
Utilities	\$99,940	580	1.60	15,562
Mining	\$76,967	304	0.36	4,706

Source: Quarterly Census of Employment and Wages

Major Industries, Composition

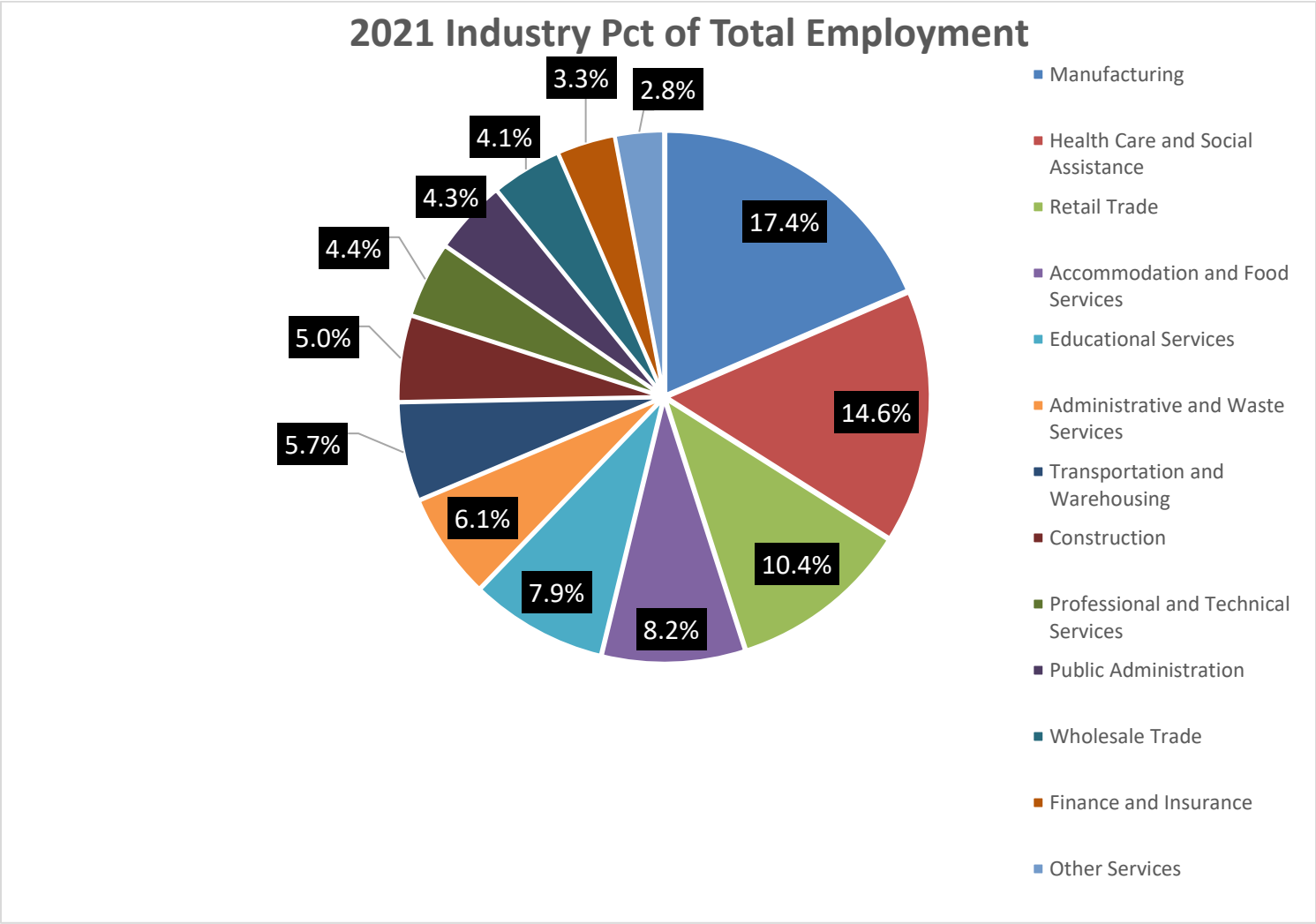


Table 1: Indiana Statewide Five- Year Employment Change

INDIANA ANNUAL AVERAGE EMPLOYMENT BY INDUSTRY Sorted by Total Employment gains from 2016 to 2021				
Industry	2016	2021	Change	% Change
Total	<u>2,987,123</u>	<u>3,010,407</u>	<u>23,284</u>	0.8%
Manufacturing	522,666	524,517	<u>1,851</u>	0.4%
Health Care and Social Assistance	424,569	438,514	<u>13,945</u>	3.3%
Retail Trade	332,323	314,003	<u>-18,320</u>	-5.5%
Accommodation and Food Services	266,718	247,947	<u>-18,771</u>	-7.0%
Educational Services	250,129	237,652	<u>-12,477</u>	-5.0%
Administrative and Waste Services	187,337	183,290	<u>-4,047</u>	-2.2%
Transportation and Warehousing	139,696	171,314	<u>31,618</u>	22.6%
Construction	131,686	149,592	<u>17,906</u>	13.6%
Professional and Technical Services	113,325	131,793	<u>18,468</u>	16.3%
Public Administration	128,335	128,848	<u>513</u>	0.4%
Wholesale Trade	118,154	122,016	<u>3,862</u>	3.3%
Finance and Insurance	96,907	100,674	<u>3,767</u>	3.9%
Other Services	86,873	84,448	<u>-2,425</u>	-2.8%
Arts, Entertainment, and Recreation	42,375	37,332	<u>-5,043</u>	-11.9%
Real Estate and Rental and Leasing	35,684	36,383	<u>699</u>	2.0%
Management of Companies and Enterprises	34,571	34,002	<u>-569</u>	-1.6%
Information	39,024	31,951	<u>-7,073</u>	-18.1%
Utilities	15,556	15,562	<u>6</u>	0.0%
Agriculture, Forestry, Fishing, and Hunting	15,146	15,727	<u>581</u>	3.8%
Mining	5,906	4,706	<u>-1,200</u>	-20.3%

Source: Indiana Quarterly Census of Employment and Wages (Public and Private)

Table 1a: Indiana Statewide One- Year Employment Change

One Year Employment Change	2020 Employment	2021 Employment	Total Change	Pct Change
Industry				
Total	2,919,380	3,010,407	91,027	3.1%
Agriculture, Forestry, Fishing and Hunting	15,851	15,727	-124	-0.8%
Mining	5,026	4,706	-320	-6.4%
Utilities	15,870	15,562	-308	-1.9%
Construction	144,033	149,592	5,559	3.9%
Manufacturing	504,340	524,517	20,177	4.0%
Wholesale Trade	119,075	122,016	2,941	2.5%
Retail Trade	306,189	314,003	7,814	2.6%
Transportation & Warehousing	163,145	171,314	8,169	5.0%
Information	32,059	31,951	-108	-0.3%
Finance and Insurance	98,854	100,674	1,820	1.8%
Real Estate and Rental and Leasing	35,910	36,383	473	1.3%
Professional, Scientific, Technical	124,387	131,793	7,406	6.0%
Management of Companies and Enterprises	33,749	34,002	253	0.7%
Admin, Support, Waste	170,202	183,290	13,088	7.7%
Educational Services	237,066	237,652	586	0.2%
Health Care and Social Services	436,256	438,514	2,258	0.5%
Arts, Entertainment, and Recreation	34,156	37,332	3,176	9.3%
Accommodation and Food Services	231,744	247,947	16,203	7.0%
Other Services (Except Public Administration)	80,939	84,448	3,509	4.3%
Public Administration	130,529	128,848	-1,681	-1.3%

2021 Annual Industry Overview

In 2021 many sectors began to recover from the losses sustained in 2020 due to the Covid-19 pandemic. Employment increased from 2020 to 2021 by 91,027 (3.1%) overall for all industries, including both public and private employment. This is measured from the Quarterly Census of Employment and Wages, annual average employer reported data. This is the most recent full year of data at the time of this report. QCEW is the best measure of true employment levels, from which other surveys (such as the CES cited in the introduction) are benchmarked annually.

Industries showing the highest employment increases from 2016 to 2021

Health Care and Social Assistance

Health care and social assistance employment has grown by 3.3% in the last 5 years with an increase of 13,945 jobs. This growth was muted due to a 10,778 decrease in 2020 due to the 2020 Covid pandemic. This sector growth includes physicians' offices, hospitals, and a wide range of providers. Wages in this industry increased by 23.4% in 2021 to an average weekly wage of \$1,106.

Transportation and Warehousing

Transportation and Warehousing has grown by 31,618 from 2016-2021. This industry has also been a target for economic development for several years. This industry grew by 22.6% during this five-year period. This industry showed annual growth in the face of the pandemic. The average weekly wages for Transportation and Warehousing grew by 19.2% to \$1,018 for 2021.

Construction

The Construction industry grew by 17,906 or 22.6% between 2016 and 2021. This sector grew slowing early in the economic recovery but has gained momentum in recent years. Construction experienced a gain of 5,559 jobs in 2021. The average weekly wages for this industry are at \$1,255 for 2021, a 19.1% increase from 2016.

Professional and Technical Services

Professional and Technical Services has shown healthy growth from 2016 to 2021. This is an industry that will be key to Indiana's future. Among the industries this sector contains are Legal Services, Architectural and Engineering, Research and Development and Computer Systems Design and Related Services. Many of these areas have been the focus of Indiana economic development. The sector has grown 18,468 jobs at a 16.3% gain over the past five years. This industry gained 7,406 jobs in 2021. The average weekly wages for 2021 for this sector are above the state average at \$1,533, a growth rate of 21.9%.

Manufacturing

Indiana manufacturers gained employment by 1,851 over this time frame. Manufacturing lost 36,812 jobs in 2020, the second largest decrease in total jobs of all industries due to the pandemic but recovered 20,177 jobs in 2021. Manufacturing pays wages greater than average, with average weekly wages of \$1,326 during 2021, 16.5% higher than 2016.

Utilities

Utilities is one of the smaller industries in Indiana. From 2016-2021 the sector did not move significantly, changing by 0.0% with 6 jobs. Utilities fell by 1.9%, losing 308 jobs during 2021. Utilities are also one of the higher paying industries, growing at a rate of 13.6% to a weekly wage of \$1,922 in 2021.

Industries showing decline from 2016 to 2021

The following industries are among those that have shown employment declines over the time frame from 2016 to 2021. This is based on the annual average employment from QCEW and includes public and private jobs. Much of this loss is due to the economic impact of the 2020 Covid-19 Pandemic.

Accommodation and Food Services

The pandemic hit the Accommodation and Food service industries hard. This industry had shown consistent growth over the last decade. The pandemic forced shutdowns of hotels and restaurants throughout the state, causing a decline at a rate of -7.0% and 18,771 jobs lost from 2016-2021. However, this industry recovered 16,203 in 2021, a rate of 7.0%. While many of these jobs are lower or middle wage jobs, this industry also includes many part time workers, and average weekly wages were just \$388 during 2021, 31.1% higher than 2016.

Educational Services

This sector lost employment by 12,477 over the five-year time frame, also representing one of the larger declines in total jobs of all industries. The pandemic played havoc on Educational Services resulting in a decline of nearly 14,000 jobs in 2020 alone. Educational Services decreased by -5.0% as an industry for Indiana. This industry's wages increased by 18.9% to an average weekly wage of \$924 during 2021.

Retail Trade

Retail Trade had the second largest decline in Indiana in terms of total employment. Along with the pandemic, pressures from online competitors have caused a decline in the Retail employment. From 2016-2021 employment fell by 18,320 for a decline of -5.5%. In 2021 retail recovered 7,814 jobs, 2.6% higher than the year before. Retail is also one of the lower paying industries with an average weekly pay of \$656, an increase of 31.1% since 2016.

Admin, Support, Waste

From 2016-2021 employment fell by 4,047 for a decline of -2.2%. A large part of this is due to the pandemic as in 2020 there was a loss of nearly 20,000 jobs. This industry recovered 13,088 jobs in 2021, growing by 7.7%. It is also one of the lower paying industries with an average weekly pay of \$788 which is a 35.4% increase from 2016.

Other Services (Except Public Administration)

This industry has declined by 2,245 over 2016-2021 at a rate of -4.8%. This loss is highly inflated as the industry lost over 8,600 jobs in 2020, though it recovered by 4.3% with 3,509 jobs. This industry includes Repair and Maintenance, Personal and Laundry Services, Religious, Grant Making, Civic, Professional & Similar Organizations and Private Households. Wages for these industries vary widely, and the weekly averages may include part time workers. From 2016 to 2021 the average weekly wage increased by 24.7% for this industry sector to \$743.

Mining

Mining is the smallest industrial sector in Indiana. Over the 2016 to 2021 time frame this industry lost 1,200 jobs or a loss of -20.3% of its total. The pandemic of 2020 had very little impact on Mining. Mining does have a very high average wage of \$1,480 which increased by 13.8%.

Information

The information sector lost 7,073 jobs at a rate of 18.1% decline from 2016 to 2021. In 2020 alone this sector lost almost 3,000 jobs. This industry is one of the few to continue to see a decline following the pandemic, with a fall in employment of 108 in 2021, a 0.3% decline from 2020. This sector includes publishing, telecommunications, and internet broadcasting which all saw moderate declines over these years. Average weekly wages were above the state average, at \$1,235 during 2021 and increased by 25.2%.

Wages

Average annual/weekly wages are affected by the ratio of full-time to part-time workers as well as the number of individuals in high-paying vs. low-paying occupations. Table 2 shows the historical annual averages from 2006-2021 with 2021 showing a 5.8% increase from 2020.

Table 2a shows percentage growth of wage changes over the last five years (2016-2021). Over this time, all sectors experienced an increase in wages. The highest increases were Administrative, Support and Waste Management and Remediation Services (36.4%) and Accommodation and Food Services (31.1%).

The slowest percentage wage increases from 2015-2020 were in Utilities (13.6%) and Mining (13.8%)

Table 2: Indiana Statewide Total Wages

Year	Employment	Average Weekly Wage	% Chg
2006	2,892,419	\$703	3.2%
2007	2,905,725	\$722	2.7%
2008	2,872,442	\$739	2.4%
2009	2,705,331	\$736	-0.4%
2010	2,709,831	\$755	2.6%
2011	2,755,826	\$774	2.5%
2012	2,812,347	\$793	2.5%
2013	2,849,311	\$801	1.0%
2014	2,890,758	\$818	2.1%
2015	2,941,991	\$844	3.2%
2016	2,987,091	\$857	1.5%
2017	3,017,933	\$888	3.6%
2018	3,052,308	\$915	3.1%
2019	3,077,240	\$938	2.5%
2020	2,920,298	\$999	6.5%
2021	3,010,407	\$1,057	5.8%

Source: DWD Quarterly Census of Employment and Wages, data not seasonally adjusted

Table 2a: Indiana Statewide Data

2021 INDIANA AVERAGE WEEKLY WAGES BY INDUSTRY (comparison to 2016, 2020 & 2021)					
NAICS Code	2016	2020	2021	% Change From 2016	% Change From 2021
Indiana State Totals	\$858	\$999	\$1,057	23.3%	5.8%
Management of Companies and Enterprises	\$1,811	\$2,023	\$2,186	20.7%	8.1%
Utilities	\$1,693	\$1,860	\$1,922	13.6%	3.3%
Mining	\$1,300	\$1,453	\$1,480	13.8%	1.9%
Finance and Insurance	\$1,278	\$1,534	\$1,619	26.7%	5.5%
Professional, Scientific, Technical	\$1,258	\$1,445	\$1,533	21.9%	6.1%
Wholesale Trade	\$1,233	\$1,395	\$1,488	20.7%	6.6%
Manufacturing	\$1,138	\$1,251	\$1,326	16.5%	6.0%
Construction	\$1,054	\$1,205	\$1,255	19.1%	4.2%
Information	\$987	\$1,149	\$1,235	25.2%	7.5%
Health Care and Social Services	\$897	\$1,041	\$1,106	23.4%	6.3%
Public Administration	\$867	\$1,013	\$1,046	20.6%	3.3%
Transportation & Warehousing	\$854	\$950	\$1,018	19.2%	7.1%
Real Estate and Rental and Leasing	\$808	\$982	\$1,056	30.7%	7.6%
Educational Services	\$777	\$893	\$924	18.9%	3.5%
Agriculture, Forestry, Fishing and Hunting	\$723	\$824	\$848	17.3%	2.9%
Arts, Entertainment, and Recreation	\$608	\$740	\$729	20.0%	-1.5%
Other Services (Except Public Administration)	\$596	\$705	\$743	24.7%	5.4%
Admin, Support, Waste	\$582	\$717	\$788	35.4%	9.9%
Retail Trade	\$511	\$605	\$656	28.5%	8.5%
Accommodation and Food Services	\$295	\$344	\$388	31.1%	12.7%

Source: DWD Quarterly Census of Employment and Wages

A2: Analysis - INDemand Jobs

INDIANA CAREER READY is an Indiana Department of Workforce Development website that focuses on high-demand, high-wage jobs for today and tomorrow. The INDemand focus will help ensure a long and rewarding career. The demand indicator used is based on a methodology that ranks all Indiana jobs based on future growth and wages. Whether you are searching for your first job, changing jobs, re-entering the workforce, or planning a career change make the [INDemand Jobs](#) page the cornerstone of your efforts.

Updated Methodology

Indiana has established an occupational demand ranking system designated by “Flames.” An occupation will be assigned between 1 and 5 Flames, depending on how “in demand” that occupation is in Indiana. The methodology for the occupational demand ranking system is detailed below.

Each occupation in Indiana is designated a 1-10 score in 5 categories: Total Openings (x2), Growth Openings, Percentage Change, Real Time Labor Market Information, and Wages for both Short Term and Long Term outlook using 2021-2023 Short Term Projections and 2020-2030 Long Term Projections and Bureau of Labor Statistics wage estimates. The scoring method is determined by deciles or, in other words, a percentile system ranging from the 90th percentile and above, down to the 10th percentile and below. The averaged total for each occupation is then divided by 2 to produce an Indiana Demand Ranking in both outlooks. Lastly, both the short term and long term outlook Indiana Demand Ranking scores for each occupation are averaged to calculate the occupation’s final rating.

- 5 Categories for Short Term and Long Term Outlook
 - Total Job Openings x2 (Projected total openings, includes growth and separations)
 - Growth Openings (Occupational growth openings)
 - Percentage Change (Occupational percentage change from base year to projected year)
 - Real time labor market information (Job posting data)
 - Wages (OES Wage Estimates)

Table 3: Five Flame INDemand Jobs

SOCCode	SOCTitle	Final Score	Flames
11-1021	General and Operations Managers	5	*****
11-3031	Financial Managers	5	*****
11-9021	Construction Managers	5	*****
11-9111	Medical and Health Services Managers	5	*****
13-1111	Management Analysts	5	*****
13-1161	Market Research Analysts and Marketing Specialists	5	*****
13-2011	Accountants and Auditors	5	*****
15-1211	Computer Systems Analysts	5	*****
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	5	*****
17-2112	Industrial Engineers	5	*****
23-1011	Lawyers	5	*****
29-1171	Nurse Practitioners	5	*****
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services,	5	*****
49-9041	Industrial Machinery Mechanics	5	*****
51-1011	First-Line Supervisors of Production and Operating Workers	5	*****

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Average wage growth across Indiana counties

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Indiana's average annual wage per job rose to \$54,960 in 2021, ranking 34th in the U.S.¹ After adjusting for inflation, this was a 1% increase over 2020 and a 6.3% increase over 2019. This article will explore how average wage growth varied by county.

The underlying wage data come from the Quarterly Census of Employment and Wages data set produced by the U.S. Bureau of Labor Statistics.² The Indiana Business Research Center calculates the annual averages from these data and publishes them on [STATS Indiana](#). Keep in mind that these are “wages per job.” In other words, the wages earned in a specific county are not necessarily taken home by a worker who resides in that same county (so don't confuse this with county income). In addition, please note that all data used in this article are adjusted for inflation.

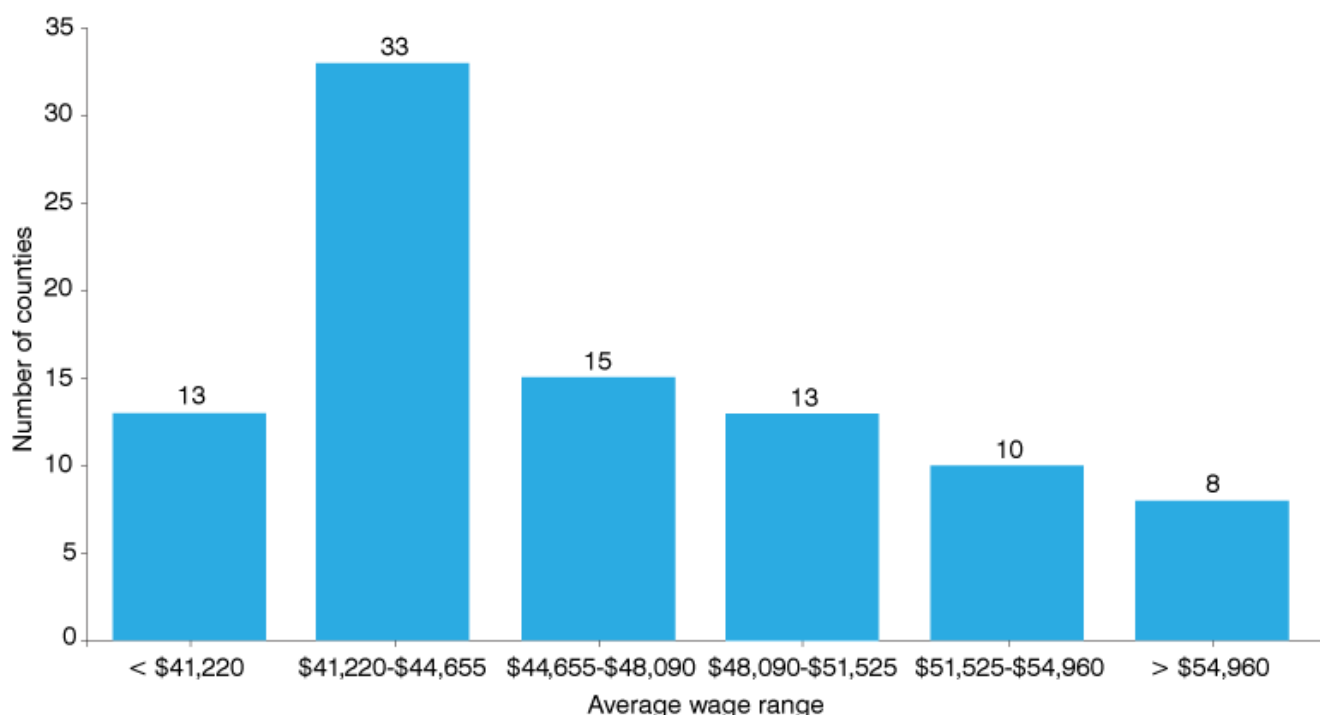
County-level average wage per job

The average annual wage across Indiana in 2021 ranged from \$31,914 in Brown County to \$72,065 in Martin County (thanks to the dominance of the Crane Naval Surface Warfare Center).

Only eight of Indiana's 92 counties surpassed the statewide average of \$54,960 (see **Figure 1**). In fact, more counties (13) are at least 25% below the state average than were above it.

Figure 1: Average annual wage per job, 2021

Figure 2 further illustrates that most counties are lagging the statewide average by a substantial margin.

Figure 2: County-level distribution of average wage per job, 2021

Source: IBRC, using QCEW annual averages

Wage growth over time

As a whole, Indiana experienced a 6.3% increase in average wage per job between 2019 and 2021. Elkhart and LaGrange counties led the state on this measure, each exceeding 15% growth. In all, 34 counties surpassed the state average increase. At the other end of the spectrum, 10 counties saw their real average wage per job decline once inflation was accounted for (see **Figure 3**).

Figure 3: Short-term change in average annual wage per job (adjusted for inflation), 2019 to 2021

Figure 4 shows details regarding the long-term, 10-year change in average annual wage for all Indiana counties. Here we see a similar number of counties (31) surpassing the cumulative statewide average growth of 13.4%. Three counties (Pike, Martin and Howard) have average wages that have not kept up with inflation during this longer time frame.

Figure 4: Long-term change in average annual wage per job (adjusted for inflation), 2011 to 2021

Despite having the highest average wage in the state, Martin County is the only county among Indiana's top 10 on this measure to see declines in average wage per job (after adjusting for inflation) for both the two-year (2019-2021) and 10-year (2011-2021) periods (see **Table 1**).

Table 1: Indiana counties with highest average annual wages: Top 10

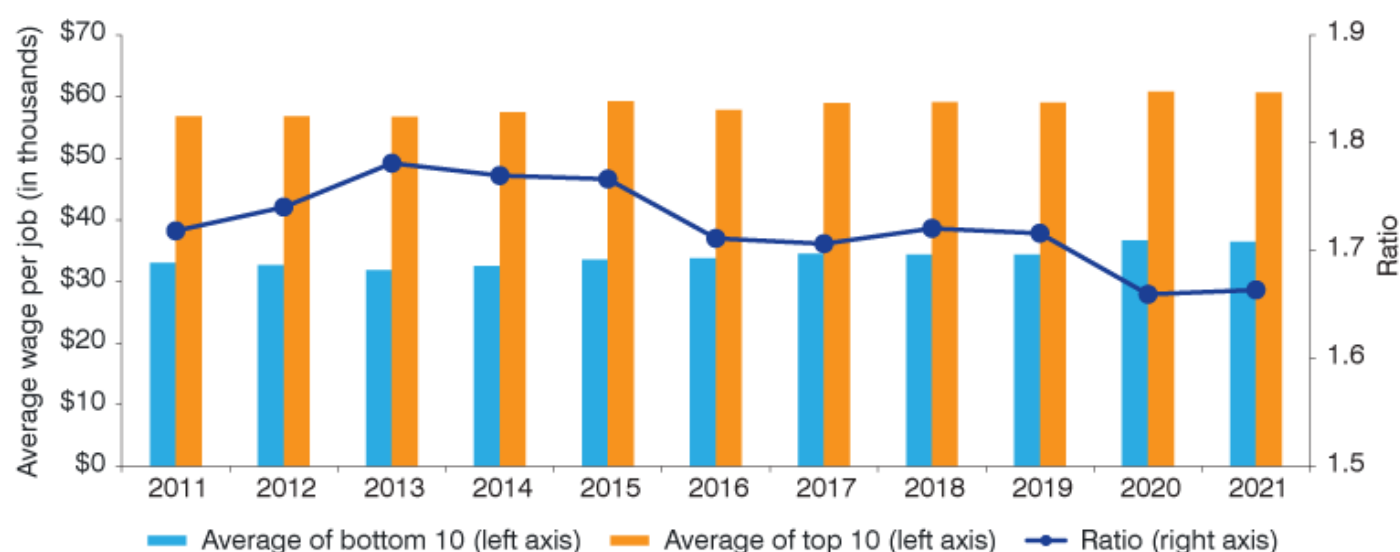
County	2021	2-year percent change	10-year percent change
Martin	\$72,065	-5.2%	
Marion	\$66,395	5.9%	
Hamilton	\$62,879	7.4%	
Bartholomew	\$61,587	1.5%	
Elkhart	\$61,231	19.8%	
Posey	\$61,099	-1.9%	
Gibson	\$56,543	1.3%	
DeKalb	\$55,468	8.0%	
Lake	\$54,772	5.9%	
Kosciusko	\$54,190	1.1%	

Source: IBRC, using inflation-adjusted QCEW annual averages

Are the counties with the highest wages diverging from those with the lowest wages over time? One simple way to explore this question is to calculate the average for the top and bottom counties and compare the ratio. When doing so, we see that the spread between the highest and lowest counties is actually decreasing slightly over time (see **Figure 5**). The counties at the bottom of the list aren't

necessarily falling further behind the leaders—but they aren’t gaining that much ground either.

Figure 5: Highest and lowest average wages per job



Source: IBRC, using inflation-adjusted QCEW annual averages

As our economy continues to adapt to this current period of high inflation, it will be increasingly important for economic developers and policymakers to stay informed on how well average wages are holding up over time. The IBRC will continue to monitor this issue, and you can find all the current data on STATS

Indiana’s [Employment and Earnings page](#).

Notes

1. View the inflation-adjusted data with rankings on StatsAmerica’s [States in Profile](#).
2. The fourth quarter data for 2021 used to calculate the annual averages are preliminary numbers.

Section B: Workforce Analysis

B1: Labor Force

Estimates

Indiana's unemployment rate dropped from a twenty-year peak of 10.5% in 2009, to 3.6% in 2021. The 2020 Covid-19 pandemic would abruptly change this trend by more than doubling the 2020 unemployment rate. In 2021 the unemployment rate returned to the levels near what Indiana had from 2017-2019. The decline in labor force due to the 2020 pandemic continued to slightly by losing an additional 1,281 people.

Table 4: Indiana Labor Force and Unemployment, non-seasonally adjusted 2001-2021 annual averages

INDIANA LABOR FORCE AND UNEMPLOYMENT 2001-2021 (NON-SEASONALLY ADJUSTED)				
Year	Labor Force	Employment	Unemployment	Unemployment Rate
2001	3,143,985	3,010,490	133,495	4.2
2002	3,161,709	2,997,963	163,746	5.2
2003	3,178,568	3,011,507	167,061	5.3
2004	3,165,247	2,993,991	171,256	5.4
2005	3,202,215	3,029,258	172,957	5.4
2006	3,235,980	3,075,761	160,219	5.0
2007	3,202,589	3,054,548	148,041	4.6
2008	3,244,790	3,053,593	191,197	5.9
2009	3,216,535	2,880,173	336,362	10.5
2010	3,175,885	2,854,843	321,042	10.1
2011	3,189,011	2,904,397	284,614	8.9
2012	3,172,556	2,911,925	260,631	8.2
2013	3,193,683	2,953,672	240,011	7.5
2014	3,228,524	3,036,685	191,839	5.9
2015	3,266,392	3,109,791	156,601	4.8
2016	3,331,821	3,186,420	145,401	4.4
2017	3,333,693	3,217,049	116,644	3.5
2018	3,385,707	3,270,727	114,980	3.4
2019	3,393,763	3,282,443	111,320	3.3
2020	3,322,829	3,083,159	239,670	7.2
2021	3,321,548	3,203,166	118,382	3.6

Source: Local Area Unemployment Statistics (LAUS), Non-Seasonally Adjusted

Indiana & U.S. Labor Force, 2007-2022 (in 1000s)

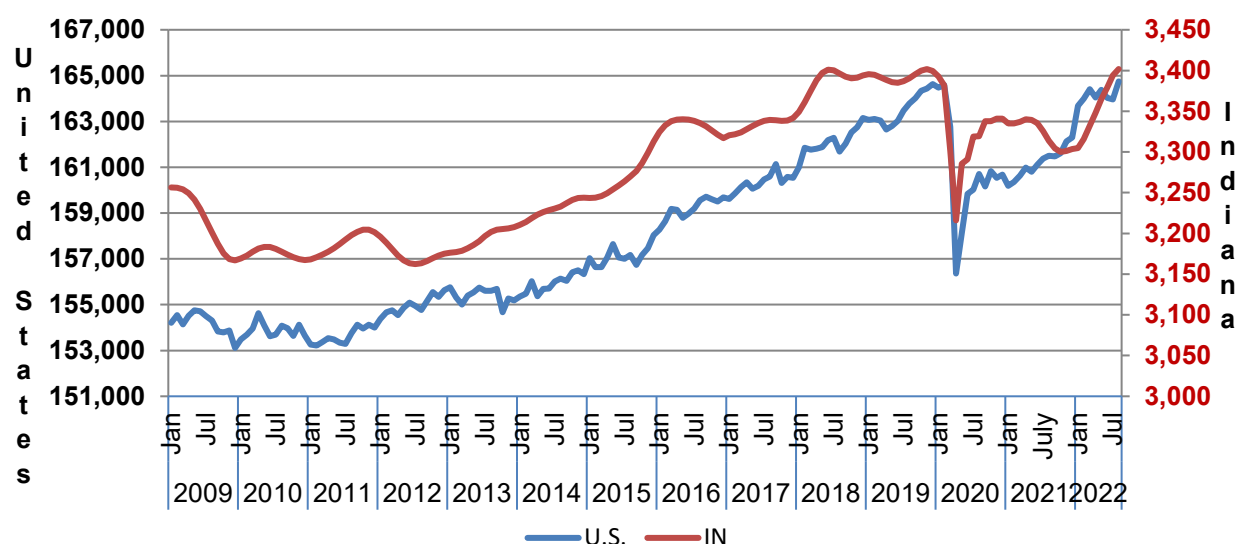


Table 5: Indiana Regional Labor Force Data

INDIANA ECONOMIC GROWTH REGIONS (EGRs), LABOR FORCE AND UNEMPLOYMENT (N.S.A.), 2021				
EGR	Labor Force	Employment	Unemployed	Unemployment Rate
EGR 1	389,917	369,470	20,447	5.2
EGR 2	319,243	308,837	10,406	3.3
EGR 3	379,720	367,449	12,271	3.2
EGR 4	242,383	233,675	8,708	3.6
EGR 5	560,988	546,396	14,592	3.5
EGR 6	148,894	143,662	5,232	3.5
EGR 7	94,540	90,913	3,627	3.8
EGR 8	150,069	145,445	4,624	3.1
EGR 9	166,828	161,857	4,971	3.0
EGR 10	151,605	146,948	4,657	3.1
EGR 11	220,289	213,539	6,750	3.1
EGR 12	497,073	474,976	22,097	4.4

Source: DWD, Local Area Unemployment Statistics (LAUS) Region 5 EGR data in this publication includes Marion County, Region 12.

Unemployment Rates

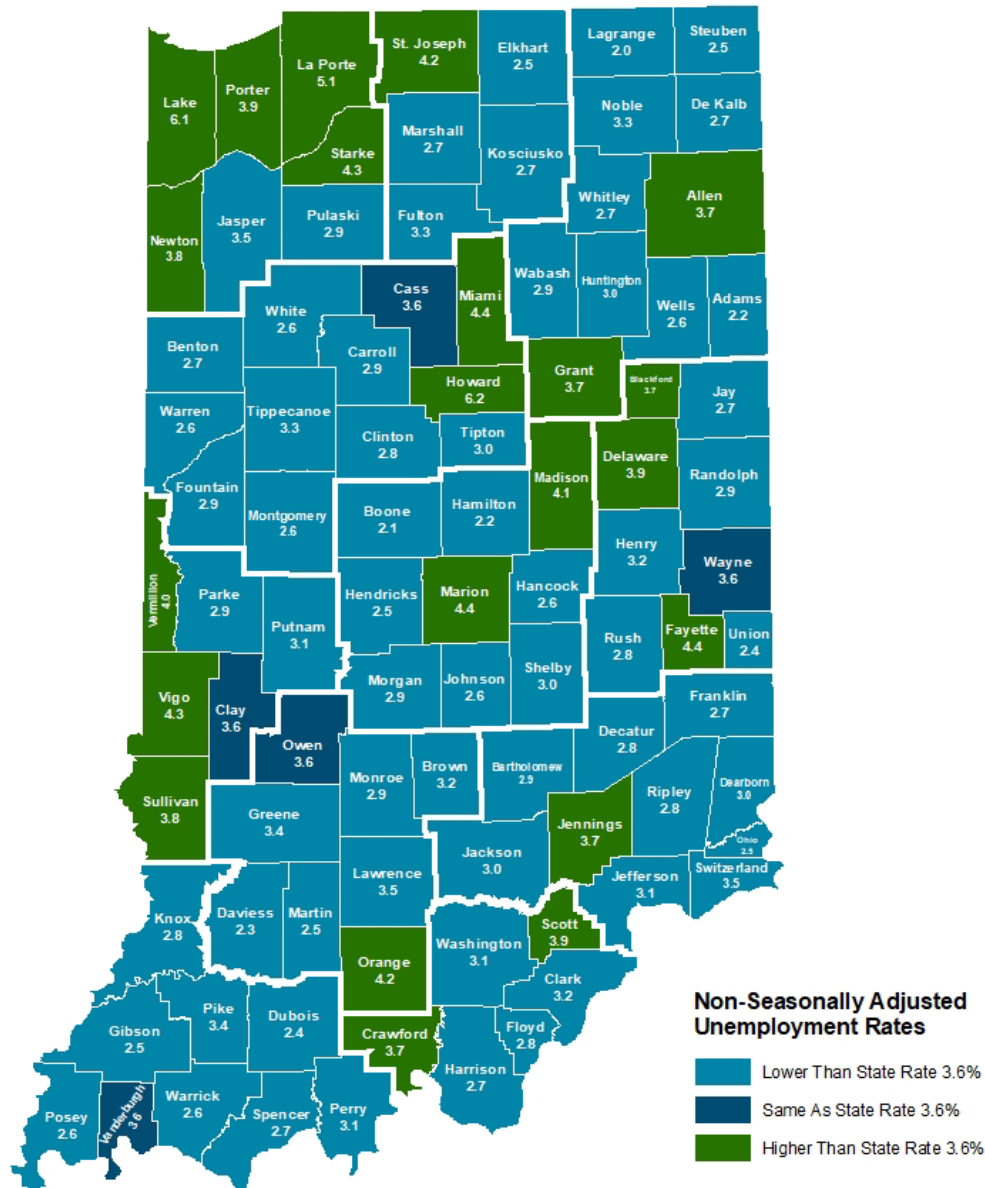
Indiana's annual unemployment rate dropped every year from 2010 to 2019. The Indiana unemployment rate was below or equal to the national rate from September 2013 to March 2020. This stopped abruptly in April 2020 due to the pandemic and economic shut down. Since April 2020 the Indiana rate has declined steadily and has been below the national unemployment rate since May 2020. Indiana's annual unemployment rate was 3.6%.

Table 5: Indiana Unemployment Rates, Non-Seasonally Adjusted (Annual Averages of Monthly Data)

2001-2021 INDIANA UNEMPLOYMENT RATES, NON-SEASONALLY ADJUSTED (ANNUAL AVERAGES OF MONTHLY DATA)		
Year	Indiana	U.S.
2001	4.2	4.7
2002	5.2	5.8
2003	5.3	6.0
2004	5.4	5.5
2005	5.4	5.1
2006	5.0	4.6
2007	4.6	4.6
2008	5.9	5.8
2009	10.5	9.3
2010	10.1	9.6
2011	8.9	8.9
2012	8.2	8.1
2013	7.5	7.4
2014	5.9	6.2
2015	4.8	5.3
2016	4.4	4.9
2017	3.5	4.4
2018	3.4	3.9
2019	3.3	3.7
2020	7.2	8.1
2021	3.6	5.3

The map below illustrates the variances in unemployment rates across the state. 2021 saw a return to county low unemployment rates following a jump in 2020.

County Unemployment Rates 2021 Annual Averages



Source: DWD, Local Area Unemployment Statistics

Unemployment Claims by Industry

The manufacturing and construction industries historically have been leading industries with unemployment claims.

Figure 6: Indiana 2022 Claims by Industry

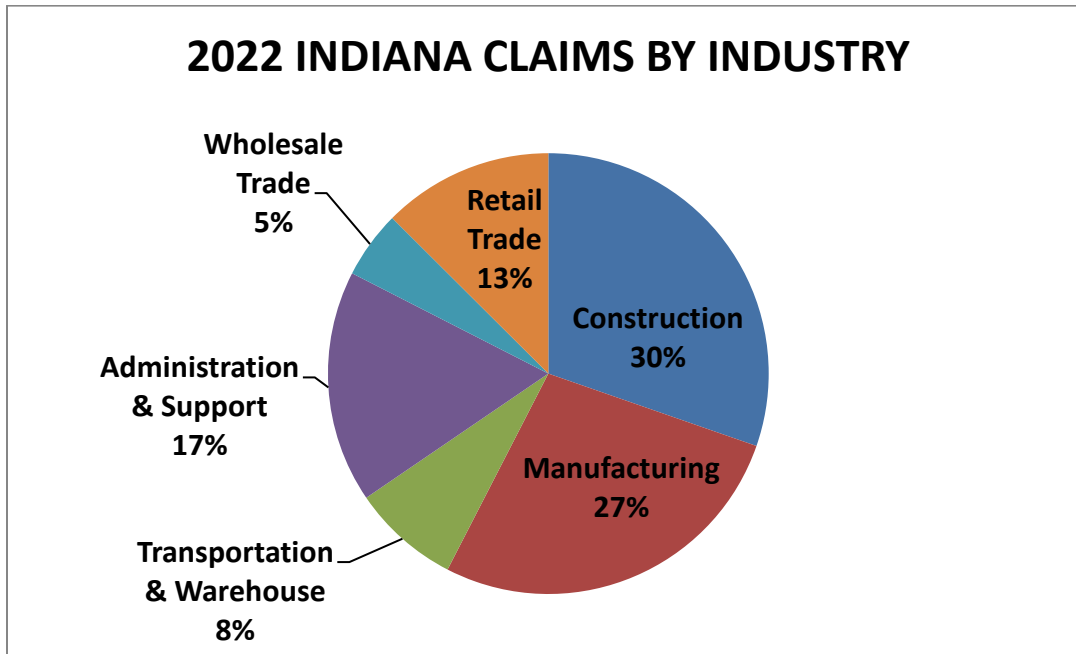
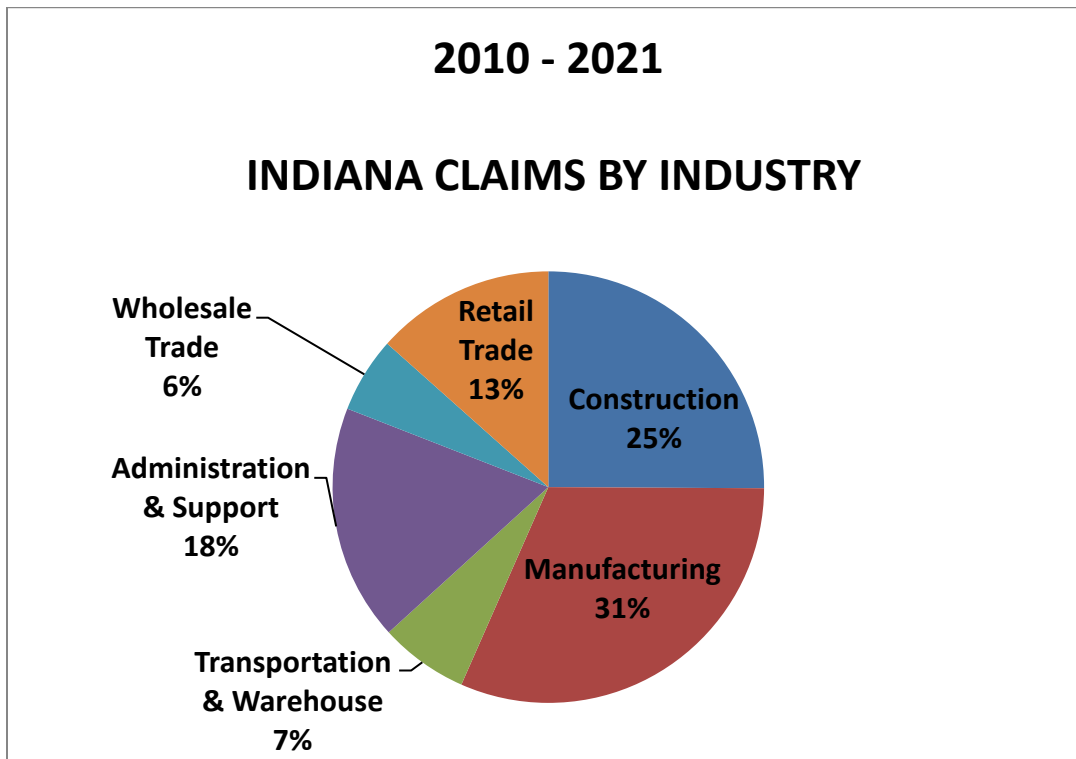


Figure 7: Indiana 2010-2021 Claims by Industry

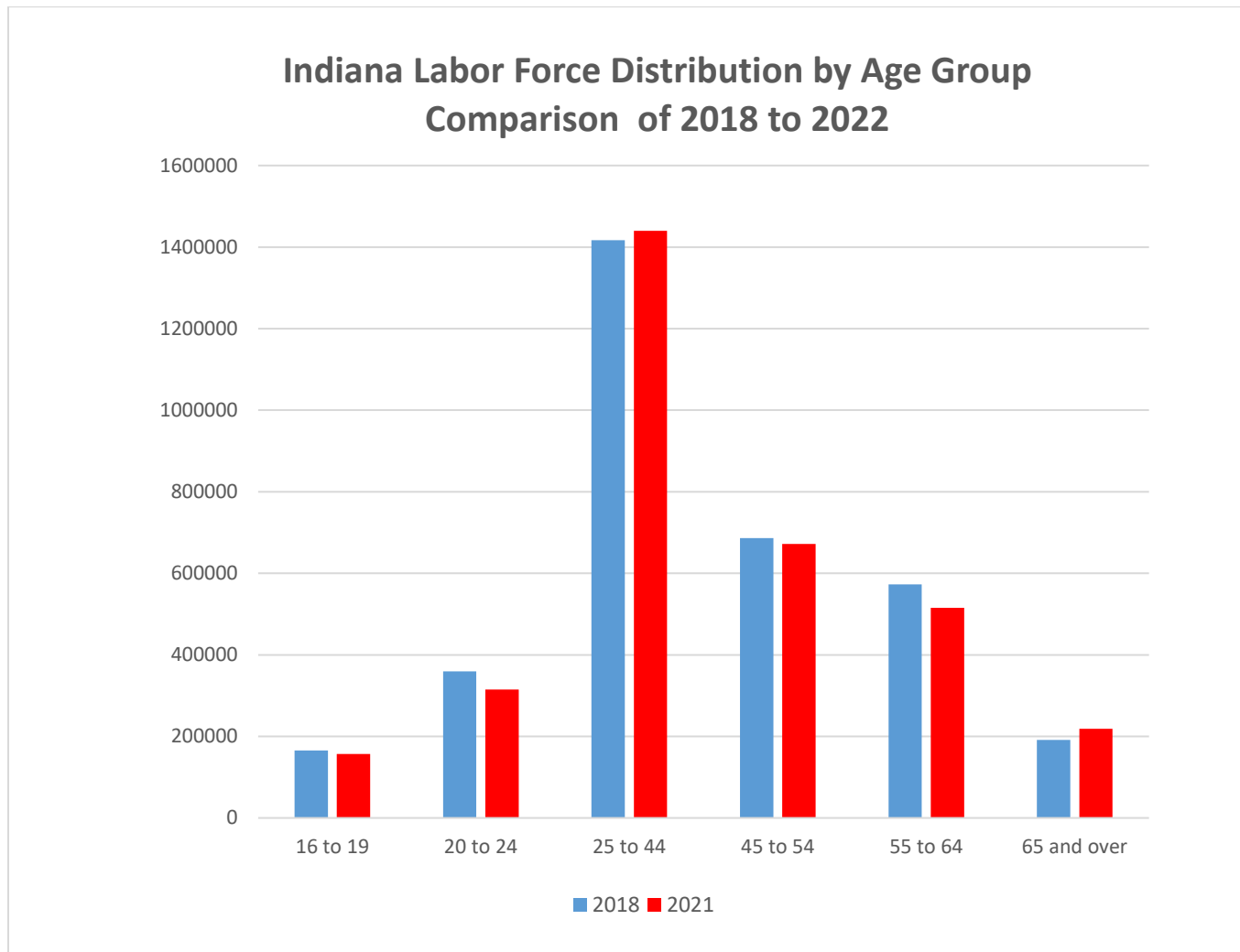


B2: Workforce and Industry Composition

Age Distribution of the Workforce

The age distribution of Indiana's workforce is shown in Figure 8. Between the 2018 and 2022 estimates of the age distribution, Indiana's workforce increased for 25 to 44 years of age but decreased in every other category.

Figure 8: Indiana Labor Force Distribution by Groups



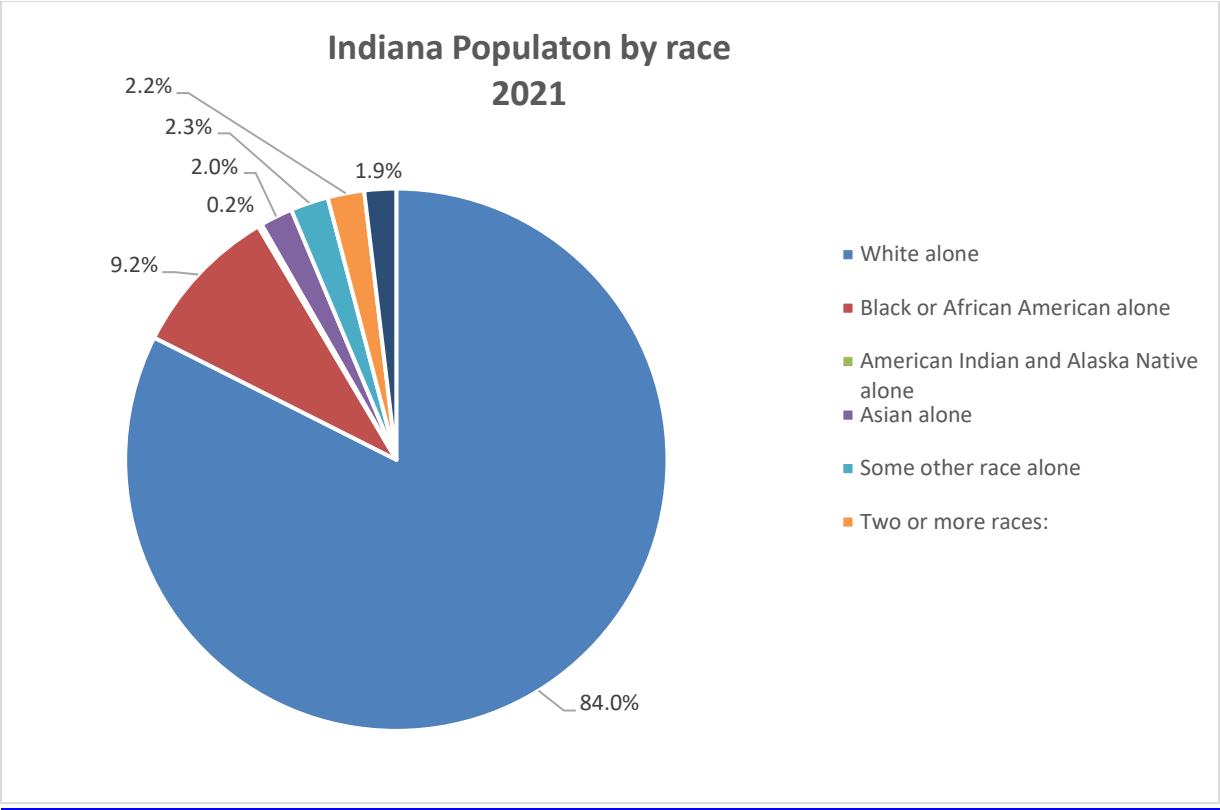
Race and Gender Distribution of the Labor Force

		Civilian labor force 2021					
		Employed				Unemployed	
Population group	Civilian non-institutional population	Total	Percent of population	Total	Percent of population	Total	Rate
Total	5,316	3,318	62.4	3,193	60.1	125	3.8
Men	2,578	1,796	69.7	1,725	66.9	71	4.0
Women	2,738	1,521	55.6	1,468	53.6	54	3.5
White	4,560	2,833	62.1	2,741	60.1	93	3.3
White, men	2,230	1,544	69.3	1,492	66.9	52	3.4
White, women	2,330	1,289	55.3	1,248	53.6	41	3.1
Black or African American	481	306	63.5	279	58.0	26	8.6
Black or African American, men	219	159	72.6	144	65.6	15	9.6
Black or African American, women	262	147	55.9	136	51.7	11	7.5
Hispanic or Latino ethnicity	338	230	68.0	222	65.6	8	3.5
Hispanic or Latino ethnicity, men	186	145	78.2	140	75.5	5	3.4

Source: CPS Annual Averages 2021

Please note some races and genders are omitted due to small sample size.

Indiana Total Population by Race – 2021

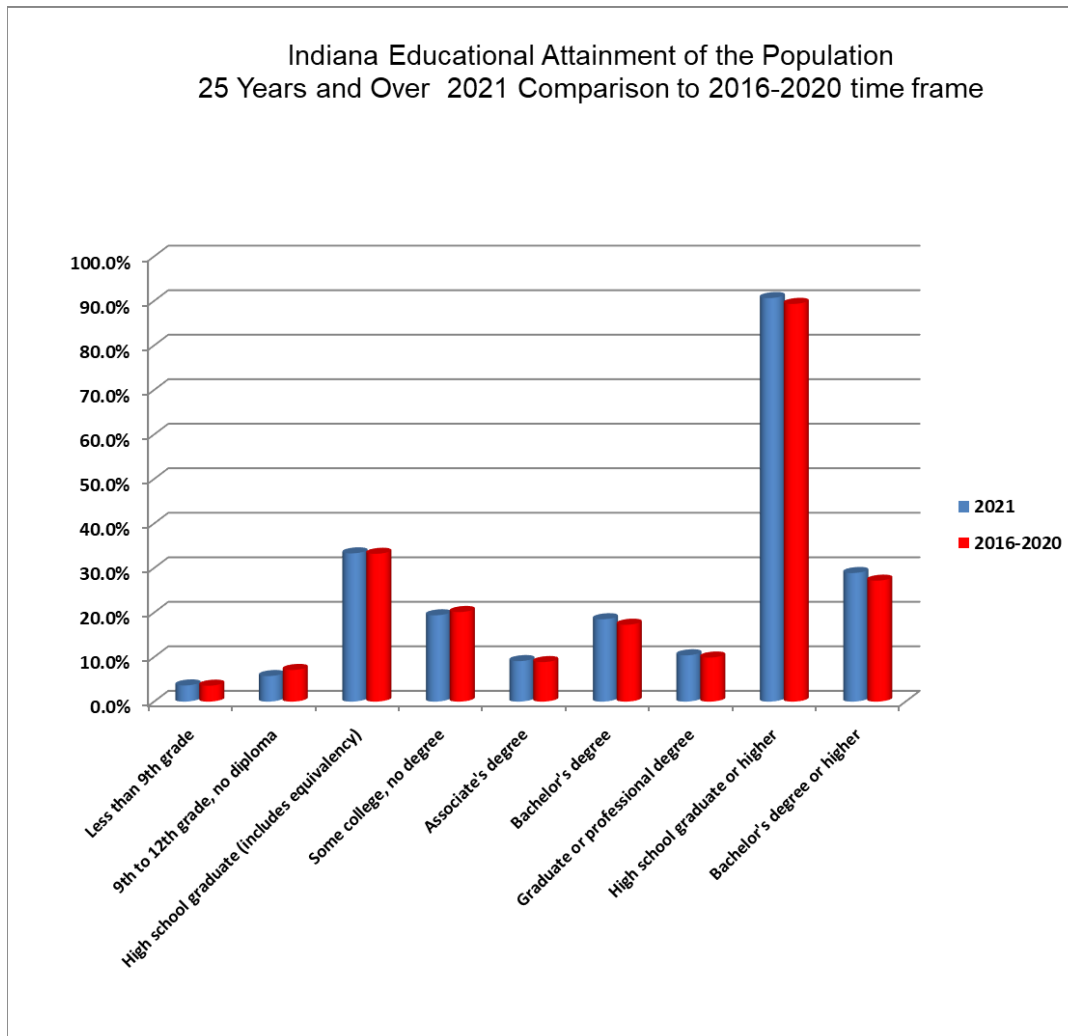


B3: Education

Rates of educational attainment continue to rise in Indiana. In 2021 the percent of the population 25 and older with at least a Bachelor's degree rose to 28.9% compared to the prior five year average of 27.2%.

The percent of the population without a high school diploma fell from 10.7 in the 2016-20 five year window to 9.4% in 2021, but there are still significant portions of Indiana's population without a high school diploma. Certain areas of the state illustrate greater numbers at risk and in need of continued higher education programs.

Chart 6: Indiana Educational Attainment in from 2016 to 2020 aggregate compared to 2021



Adults Age 18 to 64 without a High School Diploma or HSE, 2020

Indiana = 434,105 adults
(10.7% of total age group)

Number of Adults

270 - 1,500 (26)

1,501 - 3,000 (33)

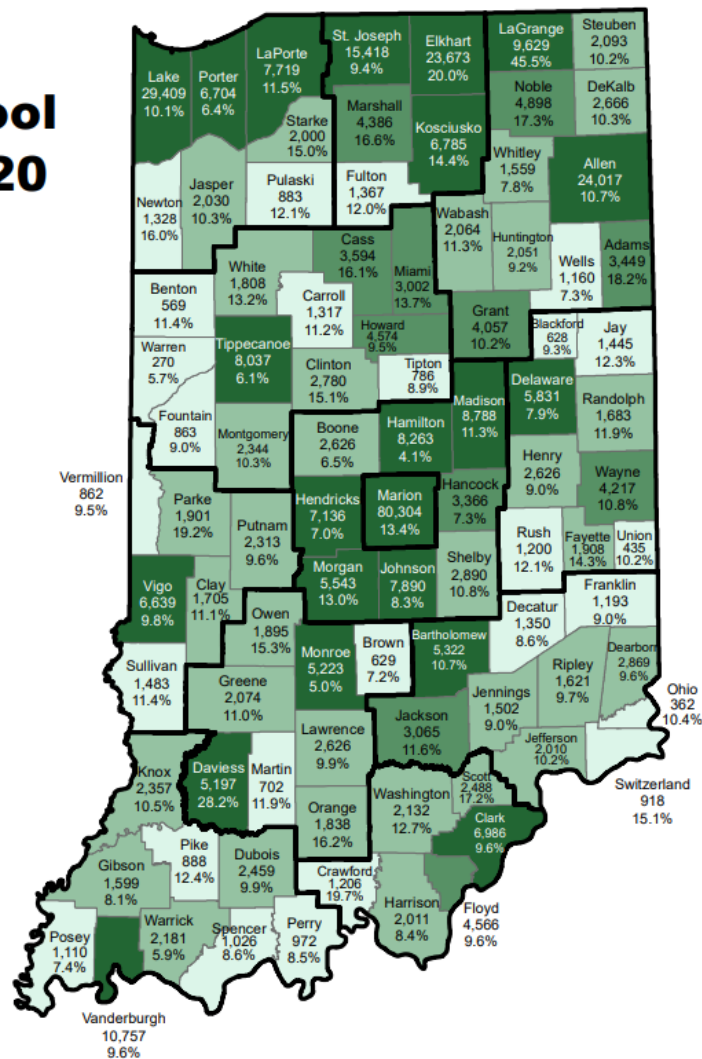
3,001 - 5,000 (11)

5,001 - 80,304 (22)

□ Economic Growth Region

Labels also show the percent of adults in this
age group without a high school diploma or
high school equivalency (HSE).

Map produced by the Indiana Business Research Center,
using the American Community Survey 2016-2020
five-year estimates that were released by the
U.S. Census Bureau in March 2022.



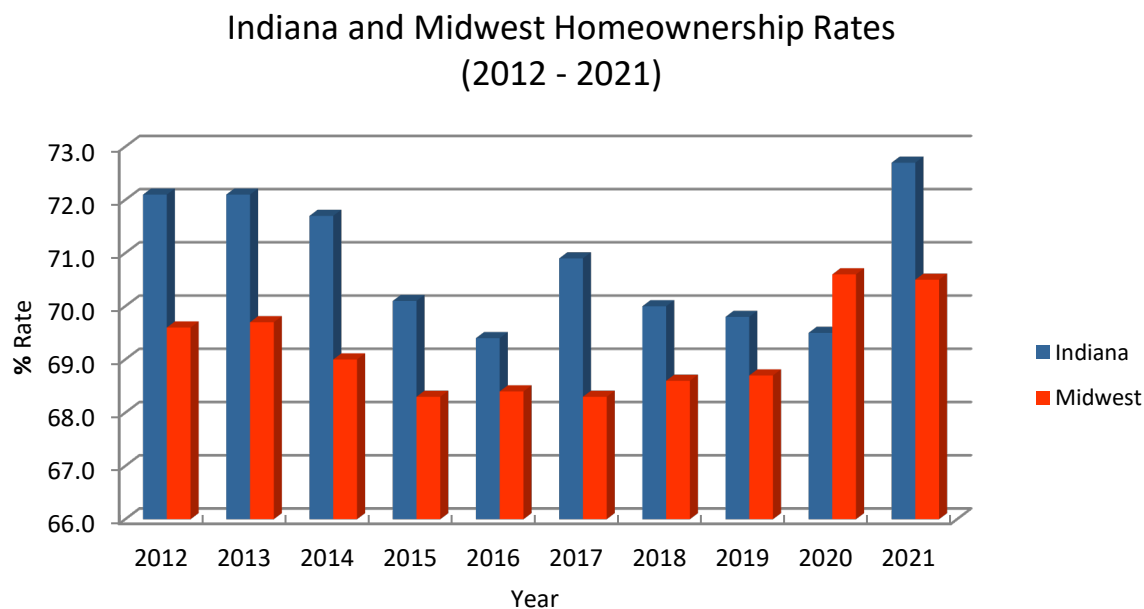
Source: 2010 Census and 2016, 2017 ACS 5-year estimates

B4: Housing

Homeownership Rates

According to data from the U.S. Bureau of Census's Housing Vacancy Survey (HVS), from 2012 to 2021 Indiana maintained a higher percentage of homeownership in comparison to the Midwest region. In 2020 and 2021 Indiana had an increase in homeownership. In 2021, the state finished with a homeownership rate of 73% compared to the Midwest's 70.5%. For a year by year comparison, see Figure 7.

Figure 9: Indiana and Midwest Homeownership Rates 2011-2021



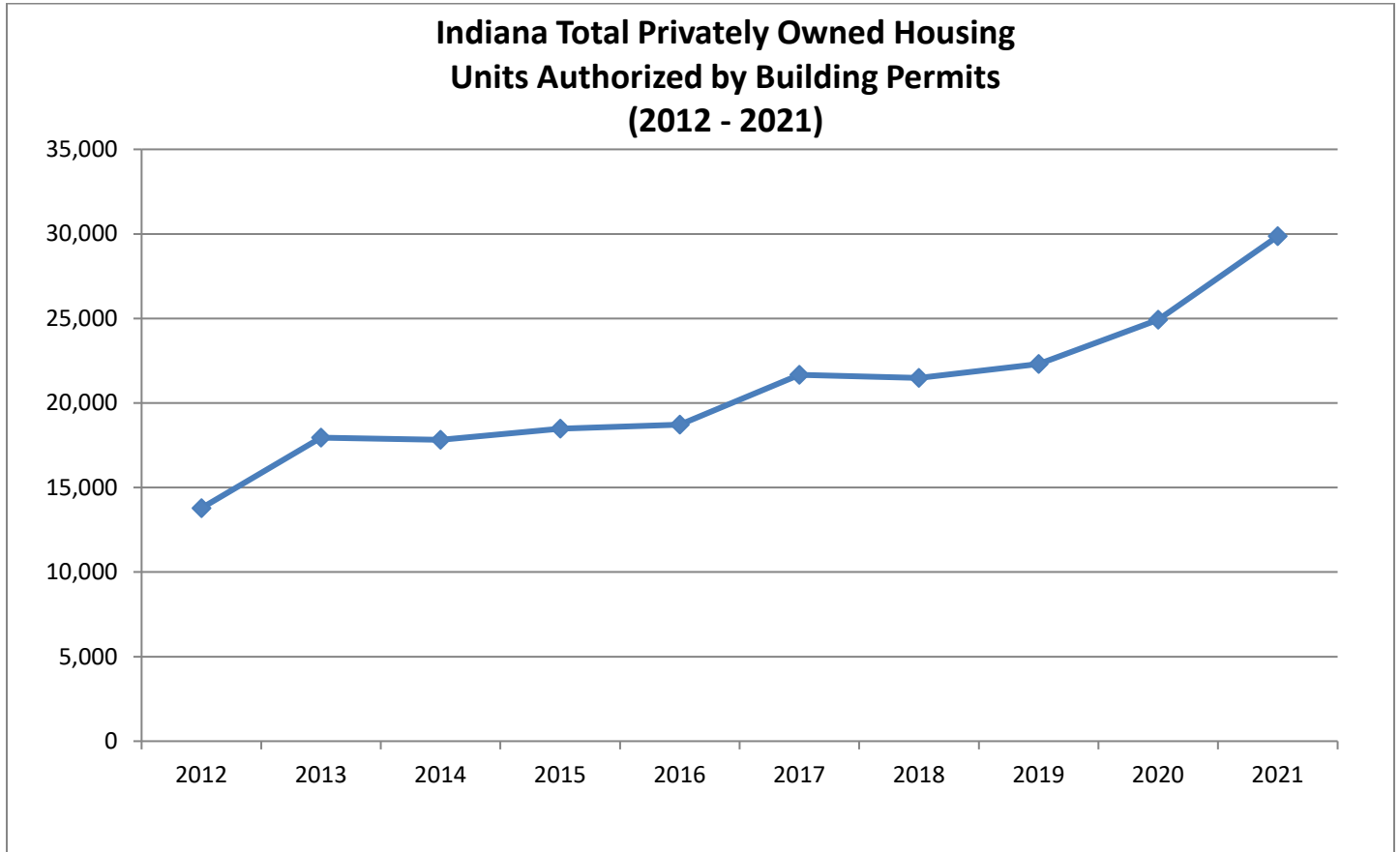
Source: U.S. Bureau of Census, Housing Vacancy Survey (HVS)

Midwest: Illinois, Indiana, Michigan, Ohio, Wisconsin, Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota

Housing Permits

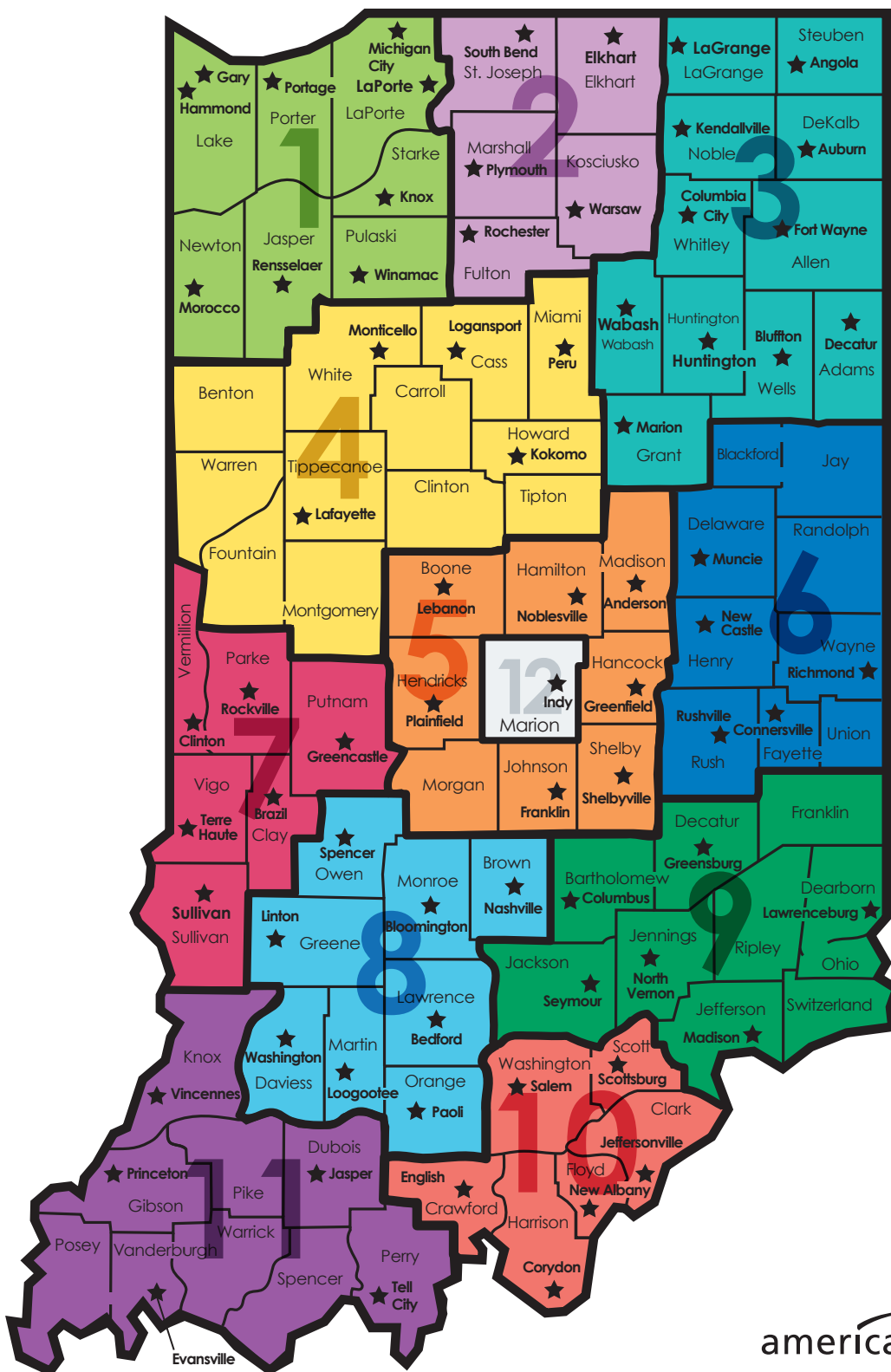
Indiana number of home building permits continued to increase in 2021. In 2021 there were 29,860 home building permits compared to 2020 with 24,919. As shown in Figure 8, the trend of home building permits increasing has been steady over the past decade.

Figure 8: Indiana Total Privately Owned Housing Units Authorized by Building Permits, 2012-2021



Source: U.S. Bureau of Census

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Contact:



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