



# WIOA Annual Performance Report Narrative

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**Program Year 2020**  
(July 1, 2020 - June 30, 2021)



INDIANA  
DEPARTMENT OF  
**WORKFORCE**  
DEVELOPMENT

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## Introduction

The Program Year (PY 2020) WIOA Annual Performance Report Narrative for the State of Indiana explores the programs and initiatives of the Indiana Department of Workforce Development (DWD) that support Hoosier students, workers and job seekers in attaining valuable skills and securing gainful employment.

DWD is preparing the Hoosier workforce for the high-demand jobs of today and the future by providing greater access to career assistance and skills development opportunities at local WorkOne Career Centers. DWD also develops statewide initiatives designed to enhance training and education programs that align with Hoosier employers' demands for a skilled workforce.

On that note, the Workforce Ready Grant and Employer Training Grant programs were highly successful in PY 2020, despite the effects of the COVID-19 pandemic that saw DWD assist an unprecedented number of Hoosiers through the payment of unemployment insurance benefits.

This report takes a closer look at critical DWD programs and initiatives in PY 2020.

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

DWD utilized the following waivers in PY 2020:

1. **Youth Funding Expenditures:** Waives the requirement that states, and local areas, expend 75 percent (%) of all Governor's reserve and local formula youth funds on OSY and lower the target rate for Governor's reserve and local youth funds to 50 percent.
2. **State Board Membership Requirements:** Waiver to substitute the WIOA State Board Membership requirements with the requirements found in Indiana Code 4-3-27-3. This addition to Indiana Code enabled the creation of the Governor's Workforce Cabinet.

Both waivers can be found in appendix A.

#### 1.1(a): Waiver on Youth Funding Expenditures

Indiana Workforce Development Boards (WDBs), or local areas, in WDB regions 3, 5, and 12 utilized the Youth Funding Expenditures Waiver in PY 2020. Largely due to COVID-19 related reversions, most of Indiana's WDBs, these regions have experienced decreased support across several key areas including support for Indiana's Jobs for America's Graduates (JAG) program and Temporary Assistance for Need Families (TANF) during PY 2020.

The WDBs in Indiana rely on programs like JAG, which utilizes both state and TANF funds, 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, regional workforce boards were able to utilize the Waiver on Youth Funding Expenditures to ensure that, despite the COVID-19 pandemic, Indiana's JAG program continues to out perform both peer states and Indiana's own programmatic goals. During PY 2020 Indiana's JAG program was able to achieve the following results for Hoosiers:

<b>Graduation Rate</b>	97% <sup>1</sup>
<b>Entered Employment</b>	70%
<b>Full-time Employment</b>	83%
<b>Full-time Positive Outcomes</b>	80% <sup>2</sup>
<b>Post-Secondary Outcomes</b>	33%

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—by allowing JAG to continue in-class instruction, student mentoring, and participant follow-up services. Indiana’s JAG participants outperformed non-JAG participant high school students in Indiana by achieving a 97% graduation rate. In addition, during PY 2020, JAG participants were able to secure over \$24 million in scholarships to pursue their post-secondary educational goals.

This demonstrates 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 21<sup>st</sup> century workforce.

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

During the 2018 Legislative Session, the Indiana General Assembly created the Governor’s Workforce Cabinet and designated it with the responsibilities of the state workforce board and the authority to direct state agencies to address our workforce needs. Indiana succeeded in bringing our departments of education, workforce development, and economic development together with employers and our post-secondary training institutions with the authority to drive real implementation across our workforce system.

[Progress toward achieving the goals and performance outcomes in ETA’s letter of approval and set out in the waiver request.](#)

In Indiana’s requested waiver, an aligned new vision for workforce development driven by the Governor was highlighted. At the October 2019 Cabinet meeting, the following Mission, Vision, Goals and Guiding Principles were approved addressing first goal outlined in the waiver request:

**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 to 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 provide employers the talent to grow and diversify their workforce.

**Goals:** Every Hoosier will be aware of career opportunities that exist, have equal access to the 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 post-secondary credentials, such that at least 60% of Hoosiers have a post-secondary credential by 2025.
- Increasing engagement between Indiana employers and the workforce development system so that skill gaps in the workforce can be identified and addressed in a more comprehensive and responsive way.

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<sup>1</sup> Indicates highest ever achievement for JAG Indiana

<sup>2</sup> Positive Outcomes are defined as: entry into employment; and entry into post-secondary education, post-secondary training, entry into the United States Armed Forces, or a combination of the three.



## Guiding Principles:

The Governor's Workforce Cabinet is committed to:

- Ensuring access to quality career pathways for all Hoosiers that provide opportunities for career advancement, personal prosperity, and well-being;
- Partnering with Indiana's employers, and Indiana's education and training providers, to close skill gaps and meet emerging 21<sup>st</sup> century talent needs;
- Strengthening Indiana's economy by aligning workforce programs and funding to meet the needs of both the current, and future, workforce in Indiana.

This allows for the vision discussed in the original waiver driven by Gov. Holcomb, with input from employers across Indiana. This vision serves a continual reference point, which drives the work the Workforce Cabinet is leading.

The Governor's Workforce Cabinet continues to need the ability to evaluate collaboration and alignment across workforce programs, education and training providers, local governments, workforce boards, various state agencies, and employers within the state. As was stated in the original waiver, Indiana must have a workforce system that fosters stronger collaboration among these groups; and this is even more apparent as the state confronts the impact of the COVID-19 pandemic.

In 2019, the authority granted by the Carl D. Perkins Act for career and technical education was transitioned to the Cabinet as well as the team members under Perkins. This provided an opportunity to be innovative in the delivery of career and technical education to meet student needs, and better align a critical component of the state's education system to current and future workforce needs.

How the activities carried out under the approved waiver have directly or indirectly affected state and local area performance outcomes.

The Governor's Workforce Cabinet continues to work to identify the both pre and post COVID-19 pandemic roadblocks facing Hoosiers who are seeking meaningful training and employment opportunities. Short and long-term goals are identified for the Cabinet to monitor success for individuals utilizing the workforce system. Additionally, ongoing data and inter-agency knowledge of services continue to develop.

## 1.2: Employer Performance Indicators – Identify two approaches chosen for the Effectiveness in Serving Employers performance indicator pilot.

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.

## 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/FedArchive.htm>) in PY 2020. This resource enables staff and workforce partners to quickly analyze years' worth of Local Area Reports in one location in lieu of searching through hundreds of PDF copies of reports supplied by the U.S. Department of Labor (USDOL).

Additionally, DWD utilizes WIOA and non-WIOA data to measure the effectiveness of its programs in serving the needs of both workers and employers in Indiana. DWD continues to publish an annual Workforce Programs Report ([www.in.gov/dwd/WPR.htm](http://www.in.gov/dwd/WPR.htm)) that tracks expenditures, participation, and outcomes for all agency programs. The report is designed to enable legislators and administrators to analyze all of Indiana's workforce programs based on outcomes that are closely aligned to WIOA performance indicators.

The Indiana State Legislature established an annual review, analysis, and evaluation process for Indiana's workforce-related programs. The Office of Fiscal and Management Analysis (OFMA), a division of the Legislative Services Agency, conducted this review during PY 2020. The PY 2020 OFMA review included numerous programs across the state, including WIOA Title I & IV programs, Career and Technical Education (CTE), Trade Adjustment Assistance for Workers (TAA), and Rapid Response. This review can be found [here](#).

DWD's Research & Analysis team also completed the Indiana Economic Analysis Report, which utilized industry, employment, and other labor market information available through the USDOL, as well as information found in other national and local sources. This year's report can be found [here](#). Previous yearly reports are available at <http://www.hoosierdata.in.gov/nav.asp?id=42>.

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

The Legislative Services Agency (LSA) conducted virtual interviews with agencies and providers, examined state and national survey data, and reviewed relevant literature to compile the Indiana Workforce-Related Program Review.

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

- **Workforce Programs Report:** [www.in.gov/dwd/WPR.htm](http://www.in.gov/dwd/WPR.htm);
- **Federal Performance Metrics Dashboard (WIOA Title I & III):** <https://www.in.gov/dwd/FedArchive.htm>;
- **LSA 2020 Indiana Workforce-Related Program Review:** [http://iga.in.gov/legislative/2020/publications/workforce\\_program\\_review/](http://iga.in.gov/legislative/2020/publications/workforce_program_review/)
- **2020 Indiana Economic Analysis Report:** Previous reports: [https://www.hoosierdata.in.gov/docs/annual\\_econ\\_analysis/ETA\\_INDIANA%20ECONOMIC%20ANALYSIS%20REPORT%20PY2020.pdf](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 provides ongoing data and support to US DOL, including and corresponding to scheduled site visits.

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

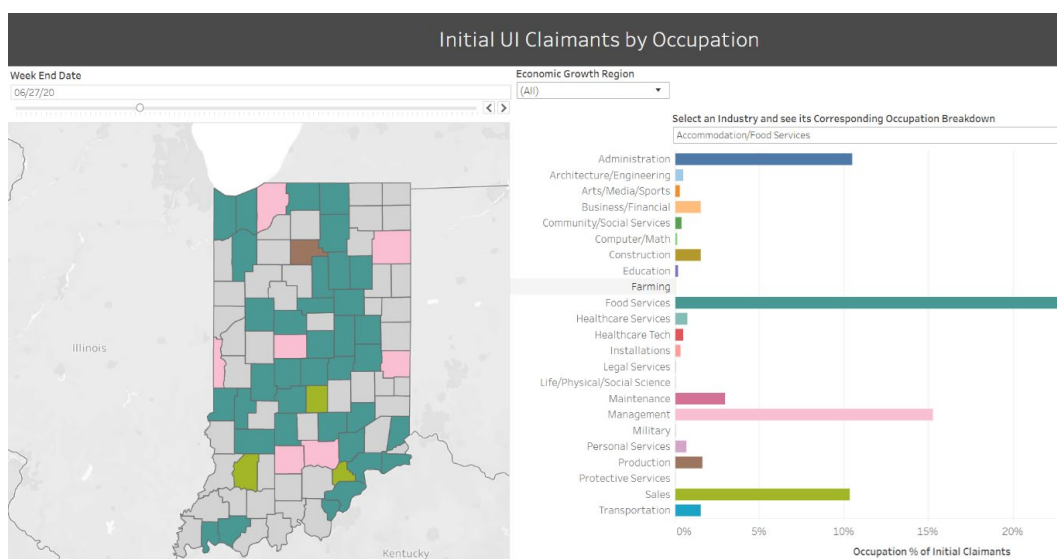
The agency continues to develop internal and stakeholder/partner metrics to measure efficacy of workforce programs across the state. The aforementioned metrics and reports listed in Section 1.3(c) are utilized as measures for continuous improvement.

In partnership with the 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 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 general public.

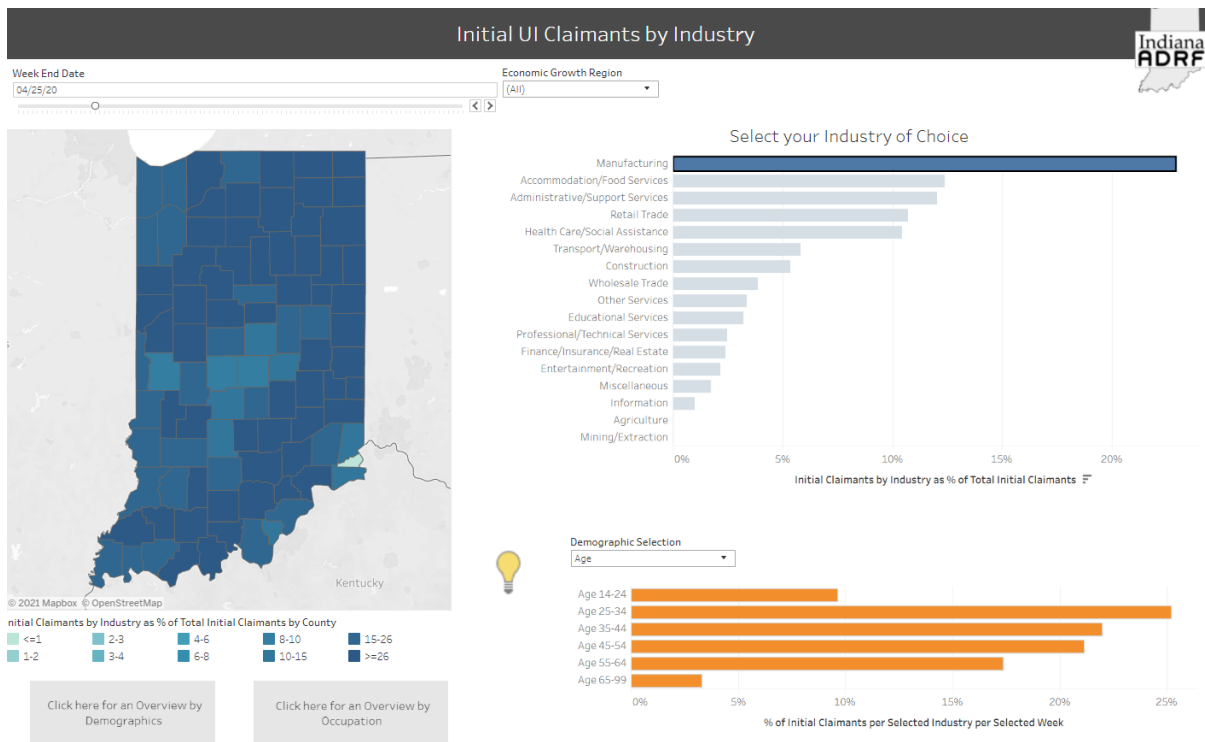
Dashboards created include initial and certified (continued) weekly Unemployment Insurance (UI) claimants data from January 2020:

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

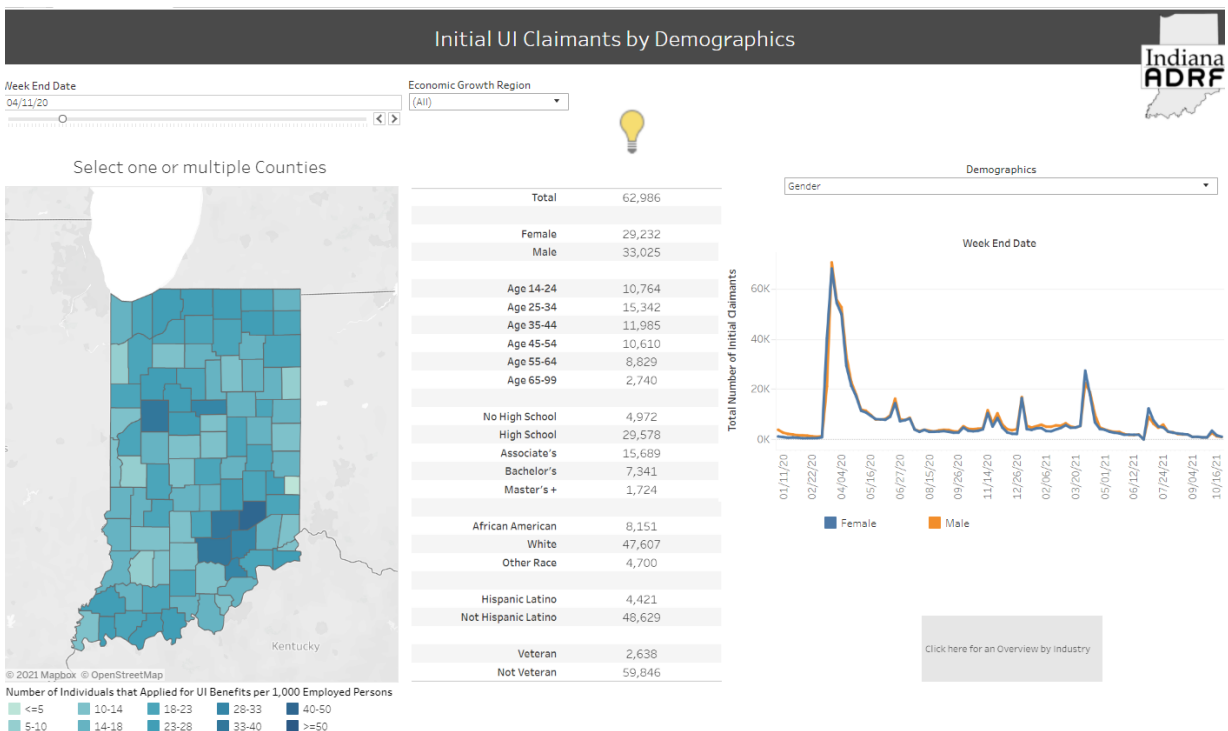
At the occupation level, users can select a county to determine the number and percent (%) of claimants within specific occupation groups and industry families using week ending data reported to ETA. Time series data is available at the occupation family level to determine historical impact across occupations. Indiana UI claimants' data is available by county and by Economic Growth Region. 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, and demographic overview by industry.



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.



## 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, chat or phone. Excellence is not just treating customers with respect and efficiency but is also providing high-quality services that helps customers meet their career goals and receive benefits for which they are eligible.

In PY 2019, 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 for PY 2020. The most notable revision was adding a series of questions to allow job seekers to rate their services and provide comments for individual program services provided by WorkOne.

This is a key element to DWDs continuous customer satisfaction improvement efforts. In PY 2020, DWD surveyed approximately 14,832 clients who participated in WorkOne services of which the majority 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; however, during PY 2020 survey participation numbers were down due to low traffic in our WorkOne (AJC) offices caused by the continued effects of the COVID-19 pandemic.

DWD also surveyed more than 314 employers in PY 2020. These surveys found that nearly 97 percent (%) of all clients were at least somewhat satisfied with their customer experience and over 93 percent (%) were very, or extremely, satisfied.

Survey results are shared with 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 2021.



## Success Story: Yoko Kai

Yoko Kai was a practicing physician in Japan when she moved to Indiana to follow her husband and his new job opportunity.

With her command of the English language sorely lacking, Kai enrolled in Indy Reads' English Language Learners class to help her acclimate to American culture and ultimately enter the workforce here.

Indy Reads is an adult education provider for the Indiana Department of Workforce Development (DWD) whose mission is to help improve lives by building literacy, English language, and job-readiness skills.

Kai found the not-for-profit through a Google search and is glad she did.

"Before moving to the United States, I was not confident about my language skills," she said. "But now I feel much more comfortable and express myself in public or with friends."

Kai said she was in a class with two others, both of whose native languages was Spanish, and always felt welcome during her sessions.

"I have never felt any bad emotion or struggle during class time," she said. "They always help us and organize each class for each day based on our individual skills of English, so I really recommend it to anyone who wants to improve their English skills or who wants to learn American culture."

Christina Proulx is director of program at Indy Reads and said its focus is the 18 and up population.

"One in six Hoosiers in Indiana reads below a fifth-grade level right now, so even when filling out a job application or writing a resume, they're already at a disadvantage," Proulx said. "The sooner that we can improve their English skills, or their reading and language skills, the better chance they have at being a competitive candidate and getting a better job to improve the quality of life for their families."

To learn more about Indy Reads, visit [www.indyreads.org](http://www.indyreads.org).



## 2.1: Strategic Vision & Goals – Progress toward achieving the state's strategic vision and goals as outlined in the State Plan.

Indiana's strategic vision is to create a talent system that affords all Hoosiers equitable opportunities for lifelong learning and increased personal economic mobility, while providing employers with the talent needed to grow and diversify their workforce. We endeavor to increase intergenerational social and economic mobility by:

- Ensuring quality pathways that provide opportunities for career advancement, personal prosperity, and well-being for all Hoosiers;
- Partnering with Indiana employers and education and training providers to identify and close the skills gap while meeting emerging talent needs; and
- Strengthening Indiana's economy by aligning programs and funding to meet current and future workforce needs.

The following DWD programs represent Indiana's most recent and predominate efforts toward meeting the needs of the Hoosier workforce and employers as outlined in our state plan.

### Next Level Jobs

The Indiana Workforce Ready Grant and the Employer Training Grant are part of Gov. Eric Holcomb's Next Level Indiana agenda to continue the positive momentum of our state. DWD, in coordination with the Commission for Higher Education (CHE), are working to take the state's workforce to the next level with a focus on high-priority industries, high-demand jobs, and focusing on Hoosiers the most in need driving Indiana's 21st century economy forward.

- **Workforce Ready Grant** Indiana has seen tremendous success with this program that has served over 10,000 Hoosiers. The program covers tuition costs for students who enroll in a high-value certificate program from Ivy Tech Community College and Vincennes University, as well as eligible providers listed on the Eligible Training Provider List (ETPL). Eligible certificate programs are associated with high-demand, high-wage jobs within the following industries: Advanced Manufacturing, Building & Construction, Health & Life Sciences, IT & Business Services and Transportation & Logistics.
- **Employer Training Grant** Indiana is meeting Hoosiers and Hoosier businesses where they are through our Employer Training Grant that has served over 1,100 businesses this year. This program reimburses employers in high-demand business sectors up to \$5,000 for each new employee that is trained, hired, and retained for six months. There is a \$50,000 cap for each employer and covered training must be associated with high-demand, high-wage jobs that require more than a high school diploma, but less than an associate degree.

### Hoosier Talent Network

The Hoosier Talent Network is Indiana's newest innovative tool designed to connect Hoosiers and Hoosier businesses digitally through targeted efforts leveraging the power of artificial intelligence (AI). In partnership with Eightfold AI, Indiana has developed a tool that helps Hoosiers efficiently navigate the job market based on their unique skill sets and support a business's effort to identify the talent most likely to possess the skill sets they are seeking. The Hoosier Talent Network tool marks the beginning of Indiana's long-term efforts to identify creative ways to align Hoosier skills with the needs of Hoosier businesses. At the onset of rolling this tool out over 200 businesses and 16,000 job seekers have begun to engage.

Collectively, Indiana has learned a lot about our Hoosiers and Hoosier businesses through these programs. We have found new and innovative ways to connect, deliver services, and strategically plan, all of which contribute to how we maximize WIOA and continue to strive in our efforts to reach those in the most need.

### Learn More

- Learn more about Next level Jobs at <https://www.nextleveljobs.org/>
- Learn more about the Hoosier Talent Network at [https://www.hoosiertalentnetwork.com/career\\_exchange/landing/accept](https://www.hoosiertalentnetwork.com/career_exchange/landing/accept)

## 2.2: Sector Strategies – Progress made in implementing sector strategies and career pathways.

Indiana is addressing both the skills gap, and other workforce challenges, through Sector Partnerships that connect employers to valuable talent. DWD's strategy is to continuously connect skilled workers to Hoosier businesses, educational institutions, community leaders, and organizations within our crucial industries. DWD's goal is to encourage economic growth and expand workforce pipelines from training partners to employers, and DWD's current focus is on skills-based recruitment and hiring. DWD guides Hoosier businesses to concentrate on critical skills, rather than traditional educational attainment, since this opens diverse talent pools considerably. DWD, in collaboration with various Indiana stakeholders, has created a common framework for sector partnerships. This includes increasing our conversations around the skills needed in our demand industries, along with a statewide job matching pilot that utilizes artificial intelligence to deliver talent to hiring businesses based on critical occupational skills.

## 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. See waiver section on first page.

## 2.4: Performance 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 2020 and 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 \(DWD Policy\)](#)

During PY 2020 Indiana met the following PY 2020 negotiated performance goals:

#### **WIOA Adult:**

- Credential Rate; and
- Measurable Skill Gains.

#### **WIOA Dislocated Worker:**

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

#### **WIOA Youth**

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

While DWD met many of Indiana's WIOA performance goals, DWD recognizes that several COVID-19 pandemic-related challenges made achieving Indiana's median wage, Q2 employment, and Q4 employment performance goals more difficult. Like many states, since March of 2020 Indiana has experienced a simultaneous increase in unemployment and an

overall contraction of the labor market. It is likely that many WIOA participants in PY 2020 were confronted with significant challenges such as: finding full-time work; reduction in work hours; and being forced out of the labor market due to labor market volatility and pandemic related health concerns.

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 it is likely that some COVID-19 related challenges will continue into PY 2021, DWD intends to work hard to help Hoosiers overcome these challenges.

## 2:4(b): Common Exit

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.

## 2:4(c): Data Validation

DWD established processes for data validation that meet federal guidelines issued by USDOL. Data validation is a series of internal controls or quality assurance techniques established to verify the accuracy, validity and reliability of data that DWD requires that Local Workforce Development Areas (LWDAs) upload for documentation of participant validation, using Indiana Career Connect. This client management system streamlines the process by eliminating the need to maintain paper documents while allowing the validation process to be conducted remotely and accurately. DWD utilizes internal procedures to ensure that all documentation related to eligibility and performance outcomes are recorded in Indiana Career Connect by the end of the applicable program year. In PY20, DWD implemented a new data validation strategy of sampling and validating data on a quarterly basis. The samples contained records from all LWDAs for both Title I and Title III programs. The samples were drawn from the PIRL extract file and were checked against the state's Management Information System following the guidelines in TEGL 23-19 to ensure the accuracy of the information contained in the federal extract files. In addition to the sampling, DWD reviewed data quarterly for errors, inconsistencies, missing data, out of range values, and any anomalies prior to the PIRL submission into the WIPS federal reporting system. DWD had few errors flagged and, in those instances, LWDAs were requested to make corrections. Monitoring reviewed a sample of records and compared data to the source documentation to verify participant eligibility in the programs. In PY21, and in subsequent program years, Indiana plans to assess the data validation process to ensure the process is working as intended and will make any revisions as needed.

## 2.5: Negotiated Performance Levels for Local Areas for Core Programs

Region 1 Negotiated Performance Levels PY 2020				Region 1 Actual Performance PY 2020			
Indicator	Adult	Dislocated Worker	Youth	Indicator	Adult	Dislocated Worker	Youth
Employment 2Q	77.8%	77.2%	77.6%	Employment 2Q	80.6%	78.9%	78.5%
Employment 4Q	74.5%	74.7%	78.7%	Employment 4Q	78.5%	77.2%	80.4%
Credential	65.9%	63.1%	62.5%	Credential	68.3%	66.0%	63.8%
Median Earnings	\$6,112	\$6,972	\$3,447	Median Earnings	\$7,043	\$8,239	\$3,697
MSG	56.0%	58.1%	48.9%	MSG	62.2%	63.5%	48.9%

Region 2 Negotiated Performance Levels PY 2020				Region 2 Actual Performance PY 2020			
Indicator	Adult	Dislocated Worker	Youth	Indicator	Adult	Dislocated Worker	Youth
Employment 2Q	77.2%	75.9%	75.2%	Employment 2Q	71.0%	74.9%	79.8%
Employment 4Q	77.0%	77.9%	73.7%	Employment 4Q	65.7%	71.9%	74.9%
Credential	64.0%	66.6%	61.6%	Credential	68.3%	66.0%	59.5%
Median Earnings	\$6,204	\$7,278	\$2,880	Median Earnings	\$5,994	\$7,742	\$2,969
MSG	60.0%	56.5%	36.9%	MSG	59.2%	58.7%	54.9%

Region 3 Negotiated Performance Levels PY 2020				Region 3 Actual Performance PY 2020			
Indicator	Adult	Dislocated Worker	Youth	Indicator	Adult	Dislocated Worker	Youth
Employment 2Q	80.6%	75.9%	75.2%	Employment 2Q	80.2%	81.3%	86.6%
Employment 4Q	79.7%	79.8%	74.1%	Employment 4Q	77.6%	80.0%	81.6%
Credential	55.1%	49.8%	62.3%	Credential	72.9%	86.0%	79.5%
Median Earnings	\$6,562	\$7,278	\$2,880	Median Earnings	\$7,455	\$8,514	\$3,640
MSG	60.0%	56.5%	39.2%	MSG	80.0%	79.2%	88.4%

Region 4 Negotiated Performance Levels PY 2020				Region 4 Actual Performance PY 2020			
Indicator	Adult	Dislocated Worker	Youth	Indicator	Adult	Dislocated Worker	Youth
Employment 2Q	79.1%	75.9%	77.1%	Employment 2Q	76.5%	63.8%	82.4%
Employment 4Q	77.6%	75.8%	76.2%	Employment 4Q	74.4%	69.1%	81.3%
Credential	66.8%	66.1%	63.5%	Credential	80.7%	75.5%	73.1%
Median Earnings	\$ 6,184	\$ 7,130	\$ 3,352	Median Earnings	\$ 7,020	\$ 6,436	\$ 3,444
MSG	69.5%	62.7%	45.5%	MSG	77.1%	90.4%	74.1%



Region 5 Negotiated Performance Levels PY 2020				Region 5 Actual Performance PY 2020			
Indicator	Adult	Dislocated Worker	Youth	Indicator	Adult	Dislocated Worker	Youth
Employment 2Q	80.2%	82.0%	80.2%	Employment 2Q	76.4%	80.0%	78.9%
Employment 4Q	78.9%	82.3%	66.8%	Employment 4Q	78.9%	77.8%	70.2%
Credential	60.5%	53.7%	66.8%	Credential	85.5%	77.8%	69.5%
Median Earnings	\$6,067	\$8,489	\$3,389	Median Earnings	\$6,261	\$9,462	\$3,466
MSG	72.2%	50.3%	52.8%	MSG	74.5%	73.3%	85.8%

Region 6 Negotiated Performance Levels PY 2020				Region 6 Actual Performance PY 2020			
Indicator	Adult	Dislocated Worker	Youth	Indicator	Adult	Dislocated Worker	Youth
Employment 2Q	79.7%	76.5%	72.0%	Employment 2Q	69.7%	70.6%	72.3%
Employment 4Q	75.5%	75.6%	74.2%	Employment 4Q	72.4%	71.4%	81.1%
Credential	59.6%	52.6%	58.2%	Credential	80.0%	50.0%	67.3%
Median Earnings	\$5,933	\$6,985	\$3,108	Median Earnings	\$6,302	\$7,543	\$3,541
MSG	56.2%	39.7%	47.9%	MSG	72.5%	77.4%	75.7%

Region 7 Negotiated Performance Levels PY 2020				Region 7 Actual Performance PY 2020			
Indicator	Adult	Dislocated Worker	Youth	Indicator	Adult	Dislocated Worker	Youth
Employment 2Q	81.7%	79.5%	78.4%	Employment 2Q	85.8%	83.3%	76.5%
Employment 4Q	78.3%	80.0%	76.4%	Employment 4Q	79.9%	84.6%	79.9%
Credential	63.5%	59.7%	63.0%	Credential	76.7%	86.7%	65.4%
Median Earnings	\$6,105	\$8,000	\$3,400	Median Earnings	\$7,036	\$9,330	\$3,626
MSG	64.8%	62.7%	44.1%	MSG	92.9%	100.0%	74.7%

Region 8 Negotiated Performance Levels PY 2020				Region 8 Actual Performance PY 2020			
Indicator	Adult	Dislocated Worker	Youth	Indicator	Adult	Dislocated Worker	Youth
Employment 2Q	79.1%	74.3%	75.9%	Employment 2Q	77.7%	75.3%	83.9%
Employment 4Q	79.1%	74.1%	75.7%	Employment 4Q	77.4%	80.4%	79.8%
Credential	56.2%	57.4%	60.9%	Credential	68.2%	75.0%	71.6%
Median Earnings	\$6,097	\$7,211	\$3,976	Median Earnings	\$6,315	\$7,110	\$3,044
MSG	67.9%	56.4%	51.3%	MSG	59.1%	68.3%	59.6%

Region 9 Negotiated Performance Levels PY 2020				Region 9 Actual Performance PY 2020			
Indicator	Adult	Dislocated Worker	Youth	Indicator	Adult	Dislocated Worker	Youth
Employment 2Q	85.7%	74.3%	75.9%	Employment 2Q	81.2%	75.0%	91.9%
Employment 4Q	83.5%	83.0%	76.2%	Employment 4Q	82.8%	77.9%	79.3%
Credential	66.3%	65.2%	66.2%	Credential	83.1%	92.9%	82.4%
Median Earnings	\$6,586	\$7,181	\$3,921	Median Earnings	\$6,786	\$8,282	\$2,547
MSG	73.1%	66.2%	49.9%	MSG	84.1%	66.7%	57.1%

Region 10 Negotiated Performance Levels PY 2020				Region 10 Actual Performance PY 2020			
Indicator	Adult	Dislocated Worker	Youth	Indicator	Adult	Dislocated Worker	Youth
Employment 2Q	80.9%	80.9%	76.8%	Employment 2Q	75.0%	73.8%	75.6%
Employment 4Q	79.5%	80.4%	75.2%	Employment 4Q	79.6%	79.8%	75.0%
Credential	71.4%	66.7%	66.4%	Credential	79.5%	88.5%	83.3%
Median Earnings	\$7,046	\$8,116	\$4,347	Median Earnings	\$8,667	\$10,090	\$5,788
MSG	64.5%	77.1%	41.9%	MSG	74.6%	81.8%	54.2%

Region 11 Negotiated Performance Levels PY 2020				Region 11 Actual Performance PY 2020			
Indicator	Adult	Dislocated Worker	Youth	Indicator	Adult	Dislocated Worker	Youth
Employment 2Q	82.9%	80.9%	76.8%	Employment 2Q	84.9%	77.8%	88.2%
Employment 4Q	79.5%	80.4%	75.2%	Employment 4Q	85.0%	82.1%	87.4%
Credential	71.4%	66.7%	64.4%	Credential	66.7%	88.0%	86.8%
Median Earnings	\$5,923	\$7,237	\$3,341	Median Earnings	\$6,361	\$7,369	\$3,524
MSG	60.4%	55.7%	50.3%	MSG	66.1%	72.5%	86.1%

Region 12 Negotiated Performance Levels PY 2020				Region 12 Actual Performance PY 2020			
Indicator	Adult	Dislocated Worker	Youth	Indicator	Adult	Dislocated Worker	Youth
Employment 2Q	80.7%	75.2%	75.5%	Employment 2Q	74.5%	73.4%	84.5%
Employment 4Q	76.0%	77.5%	77.2%	Employment 4Q	78.3%	82.1%	72.6%
Credential	61.2%	46.5%	61.1%	Credential	67.8%	78.6%	79.3%
Median Earnings	\$6,592	\$8,065	\$3,169	Median Earnings	\$6,822	\$9,814	\$3,045
MSG	48.3%	41.4%	33.7%	MSG	64.4%	56.4%	60.0%

## 2.6: Activities Provided by State Funds

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

During PY 2020 the governor's discretionary funds were used to:

- Meet Indiana employers' need for a pool of highly skilled workers;
- Increase the number of adult low to mid-range incumbent workers, and dislocated workers, who received occupational skills training;
- Provide flexible funds for incumbent worker training initiatives, including DWD competency-based training;
- Developing a career pathway for Precision Agriculture;
- Improving outreach to communities to increase the number of Hoosiers utilizing WorkOne services;
- Developing innovative work and learn opportunities that address employer needs, as well as lead to permanent jobs for participants;
- Providing funding for grant writing opportunities;
- Providing funding to develop innovative practices to improve performance; and
- Increasing the completeness of Hoosier businesses and industries.

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

DWD commences Rapid Response activities once a layoff or closure is confirmed. Services provided include onsite utilization of technology solutions that provide career cross walks, onsite and virtual orientations that cover

career/employment services, Veteran Services, Labor Management Information, Trade Adjustment Assistance, Employee Benefits Security Administration, Unemployment Insurance, and Equal Opportunity. Rapid Response orientations are often combined with job fairs, and skill assessments are available to those seeking information on new careers, trends, and average wages in the area. On-the-job training opportunities are encouraged to return dislocated workers to meaningful employment as soon as possible.

Rapid Response activities are coordinated through state staff, WIOA partner staff, and local elected officials. DWD utilizes a network of business consultants, partially funded through Rapid Response Funds, to gather intelligence on current business trends, local economic conditions, and any opportunity for layoff aversion available. In PY 2020, Indiana experienced many notable Rapid Response Events resulting in 446 workers receiving specialized services.

Indiana received 80 WARN Notices and 12 Non-WARN companies; contact was made with 82 companies offering Rapid Response services to workers. Employers who refused Rapid Response services were asked to distribute packets of information to workers. There were 858 recorded dislocated workers that attended Rapid Response/TAA orientations in PY 2020, both in-person and virtually. Of the 1,645 services provided to dislocated workers, the following companies were among the most notable serving 172 dislocated workers:

<b>Company Name</b>	<b>Services Provided to Dislocated Workers</b>
Schneider Electric	203
Tenneco (Formerly Federal Mogul)	151
Matthews International Corporation	123
Dometic Corporations	101
Stanley Black & Decker	100

In PY 2020, Indiana hosted 137 in-person job fairs with 1,850 dislocated workers attending. Last year, DWD began monitoring Layoff Aversion opportunities with a pilot in three workforce regions utilizing a layered data set that includes Duns and Bradstreet Market Insight number information, along with employer financial information. The intent is to identify employers that may need layoff aversion strategies and for DWD to connect with these employers well in advance of layoff. As DWD was gaining insight through our Layoff Aversion pilot program, the effects of the COVID-19 pandemic became strongly felt; unfortunately, this led to all work being halted on this project.

Due to the drastic effects of the COVID-19 pandemic on Indiana's economy every workforce development region (local area) in Indiana has expressed renewed interest in DWD's Layoff Aversion pilot. Because of this, DWD intends to resume this pilot in PY 2021 so that DWD will be able to either avert layoffs or better prepare workers should a dislocation occur. In the event of unavoidable layoffs, DWD intends to use this pilot to help provide improved occupational skills training for affected workers within impacted employer communities.

## 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). The purpose of this grant is to provide eligible participants with disaster-relief employment in positions that address the opioid crisis. These positions include things such as: community health workers, recovery coaches, and peer navigators; with the intention to help individuals travel the path to addiction recovery. It also assisted eligible individuals directly impacted by the opioid crisis by allowing reintegration into the workforce, providing opportunities for work-based and institutional training, placement in high-wage in-demand occupations, and assisting opioid epidemic impacted employers by improving the labor force in their communities.

During PY 2020, DWD requested a modification of its original grant award requesting: 1) a 12-month extension to the grant; and 2) additional funding in the amount of \$1,096,975. The request for performance extension and additional funding was approved by USDOL in July 2021. During the program year 237 participants were enrolled in the grant program with 75 enrolled in training. DWD anticipates enrolling an additional 150 participants during the grant performance period with the 12-month extension of the grant term.

## Disaster Recovery Dislocated Worker Grants (DR-DWG)

DR-DWGs provide disaster-relief and humanitarian assistance employment, as well as employment and training services, as appropriate to minimize the employment and economic impact of declared disasters and emergency situations in disaster-declared areas as defined in 20 CFR 687.110(b).

Indiana was awarded a DR-DWG on April 21, 2020, of \$1,665,000 and an additional amount of \$1,963,895 on Sept. 25, 2020, to fund disaster relief employment opportunities to serve eligible workers impacted by COVID-19. In June 2021, DWD received approval through a grant modification to also include training as an allowable activity. These funds are intended to serve all 92 Indiana counties. Indiana's statewide DWG-DR funding supports locally driven efforts to provide temporary employment to address the regional impact of the COVID-19 pandemic through subawards to Indiana's LWDAs.

During the Program Year, Indiana local areas were focused on:

- developing employer/partner relationships and identifying potential placement positions;
- developing job descriptions, worksite agreements, and worksite monitoring tools;
- conducting participant outreach and recruitment activities;
- screening and enrolling participants;
- placing individuals at worksites or in eligible training programs, and
- performance and site monitoring.

The table below reflects participant and expenditure performance since the inception of the DR-DWG through November 2021.

<b>Disaster Recovery-Regional Grant Period Ends February 2022</b>				
Statewide Total	Regional Allocation Amount	\$3,004,152.00	Regional Amount Invoiced to Date	\$1,350,976.20
DWG-Disaster Recovery Grant Expenditures				
Region	Award Amount	Amount Invoiced to Date	Remaining Balance	Percentage Utilized
1	\$131,500.00	\$61,324.49	\$70,175.51	47%
2	\$237,100.00	\$40,954.32	\$196,145.68	17%
3	\$279,282.00	\$99,849.78	\$179,432.22	36%
4	\$131,500.00	\$90,487.23	\$41,012.77	69%
5	\$281,500.00	\$149,436.70	\$132,063.30	53%
6	\$301,500.00	\$234,843.60	\$66,656.40	78%
7	\$131,500.00	\$6,523.49	\$124,976.51	5%
8	\$131,500.00	\$101,442.62	\$30,057.38	77%
9	\$460,250.00	\$186,837.23	\$273,412.77	41%
10	\$310,120.00	\$101,959.53	\$208,160.47	33%
11	\$237,100.00	\$142,330.31	\$94,769.69	60%
12	\$371,300.00	\$134,986.90	\$236,313.10	36%
Total	\$3,004,152.00	\$1,350,976.20	\$1,653,175.80	45%
* Expenditures as of November 8, 2021				



Disaster Recovery-Regional Grant Period Ends February 2022					
Regional % Invoiced to Date	45%	Statewide Actual Placements	127	Statewide Percentage of Goal	72%
	DR-DWG Disaster Recovery Participants				
	Region	DR Per ICC	DR Per Monthly Report	DR Planned	DR % of Goal
	1	3	3	20	15%
	2	6	5	47	13%
	3	19	19	16	119%
	4	14	14	14	100%
	5	15	15	12	125%
	6	9	9	16	56%
	7	3	3	15	20%
	8	10	10	8	125%
	9	14	15	13	108%
	10	11	11	10	110%
	11	11	12	12	92%
	12	28	28	19	147%
	ICC Numbers as of November 1, 2021				

### 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. The purpose of the grant is to provide resources to expand capacity to serve dislocated workers and meet increased demand for employment and training services due to the economic impacts of COVID-19.

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 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:

- Recruiting and enrolling participants for both career and training service;
- Conducting basic career services to educate participants and assess existing and skills and employment readiness;
- Providing in-depth career services as needed for participants requiring more extensive assessments or case management;
- Assessing the need for supportive services and provide services as necessary;
- Providing relevant training opportunities in alignment with community and labor market needs; and
- Providing continued case management through reemployment.

The tables below reflects participant and expenditure performance since the inception of the ER-DWG through November 2021.

Employment Recovery- Regional Grant Period Ends May 2022				
Statewide Total	Regional Allocation Amount	\$5,585,075.00	Regional Amount Invoiced to Date	\$1,507,805.89
DWG-Employment Recovery Grant Expenditures				
Region	Award Amount	Amount Invoiced to Date	Remaining Balance	Percentage Utilized
1	\$323,180.00	\$59,622.78	\$263,557.22	18%
2	\$483,327.00	\$73,468.60	\$409,858.40	15%
3	\$335,576.00	\$25,861.89	\$309,714.11	8%
4	\$305,314.00	\$13,457.82	\$291,856.18	4%
5	\$617,500.00	\$339,564.49	\$277,935.51	55%
6	\$411,400.00	\$281,091.07	\$130,308.93	68%
7	\$211,230.00	\$ -	\$211,230.00	0%
8	\$350,000.00	\$124,377.23	\$225,622.77	36%
9	\$385,931.00	\$150,481.45	\$235,449.55	39%
10	\$667,755.00	\$72,934.45	\$594,820.55	11%
11	\$650,025.00	\$124,290.13	\$525,734.87	19%
12	\$843,837.00	\$242,655.98	\$601,181.02	29%
Total	\$5,585,075.00	\$1,507,805.89	\$4,077,269.11	27%

Employment Recovery- Regional Grant Period Ends May 2022					
Regional % Invoiced to Date	27%	Statewide Actual Participants	631	Statewide Percentage of Goal	48%
	ER-DWG Disaster Recovery Participants				
	Region	ER Per ICC	ER Per Monthly Report	ER Planned	ER % of Goal
	1	12	8	73	16%
	2	22	19	105	21%
	3	7	8	70	10%
	4	2	2	60	3%
	5	111	102	138	80%
	6	288	276	293	98%
	7	0	0	43	0%
	8	67	67	100	67%
	9	37	34	75	49%
	10	43	46	152	28%
	11	35	31	122	29%
	12	7	1158	80	9%
	ICC Numbers as of November 1, 2021				

## 2.8: State Technical Assistance Needs

DWD requested and received Technical Assistance from USDOL to develop and facilitate a training approach for staff throughout the state. A needs assessment was conducted in conjunction with WIOA-mandated workforce partners and the results were used to develop a training plan. Although the project phases were delayed due to the COVID-19 pandemic, they include:

- Developing a comprehensive training on the structure of the workforce system, an overview of the various federal workforce programs, how they are intended to fit and/or braid funding and services with the WIOA core and partner programs;
- Identifying a strategy and plan for delivering the training. This potentially includes train-the-trainer sessions or an initial wave of training for DWD and partner program staff depending on budgetary constraints; and
- Determining how best to deliver the training considering the agency's current remote staff configuration. Training will likely need to be available via an online and interactive medium.

DWD received the final training outline from the TA provider Maher & Maher<sup>3</sup>. The outline was shared with DWD and Vocational Rehabilitation Executives. Comments regarding how to best implement this training initiative were received and discussed; and DWD executive staff are currently reviewing the proposed plan of action.

The Vocational Rehabilitation YESLMS will be the site to host the eLearning initiative. DWD's next steps will be to send a request to USDOL to assist with funding this cross-partner training initiative.

## 2.9: Promising practices, lessons learned, and success stories focusing on at-risk and priority populations

Despite the difficulties and challenges of the COVID-19 pandemic, which has impacted workforce programs across two consecutive program years, DWD continues to focus on meeting the needs of both Hoosiers and Indiana employers. DWD's implementation of Gov. Eric Holcomb's Next Level Jobs program through the Workforce Ready Grant (WRG) has allowed DWD to serve over 10,000 Hoosiers by providing free workforce education and training that ends in short-term credentials needed for in-demand jobs; and allows Hoosiers to find and keep employment that can support both individuals and their families.

An additional component of Gov. Eric Holcomb's next level agenda is the Employer Training Grant (ETG) program. The ETG helps bridge the gap between the needs of both Indiana's employers and the needs of the Hoosiers who work for those employers. Through the ETG program, DWD has provided up to \$5,000 to over 1,100 employers in Indiana to help pay the costs of training for both existing workforces and new hires on the condition that those being trained with ETG funds are retained by their employers for at least six (6) months.

While the economic challenges of the COVID-19 pandemic meant that it was difficult for Indiana to meet all of Indiana's WIOA performance metrics in PY 2020, DWD continues to serve Hoosiers through traditional WIOA programming. The top-quality workforce education and training provided to Hoosiers through WIOA allowed DWD to deliver the skills and credentials Hoosiers need for the 21<sup>st</sup> century economy, while also demonstrating that Hoosiers continue to exceed their peers in achieving marked and measurable skill gains.

Finally, DWD continues to be proud of the success of Indiana's WIOA Youth and Jobs for American Graduates (JAG) programs. The JAG program in Indiana has led to a 97 percent (%) graduation rate for the at-risk youth population who participate in the program, while creating opportunities for JAG participants to achieve their post-secondary education, training, and career goals.

DWD also continues to focus on WIOA priority of service populations. Indiana's priority of service complies with WIOA Title I Section 134(c)(3)(E), which requires that priority of service be given to "recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for receipt of career services...and training services".

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<sup>3</sup> <https://mahernet.com/company>

Furthermore, “priority must be given regardless of funding levels.” Section 194(1) of WIOA also requires that services be provided to those who can benefit from “and who are most in need of such opportunities.” Priority of service is determined at the time of eligibility approval for WIOA services and does not change during the period of participation.

Priority does not apply to the dislocated worker population. Veterans and eligible spouses continue to receive priority of service in all DOL-funded training programs, so long as they meet each program’s eligibility criteria. Local areas track priority of service in the state’s case management system and must give priority of service to participants that fall into one of the following categories:

1. Recipients of Public Assistance; or
2. Low Income Individuals;
  - a. An individual or member of a family that is receiving, or has received in the past six (6) months, assistance through: SNAP, TANF, supplemental security income, or a state or local income-based public assistance program; or
  - b. Is in a single household family whose total family income does not exceed:
    - i. The poverty line; or
    - ii. 70% of the lower living standard income level; or
  - c. Is homeless; or
  - d. Is an individual with a disability whose own income meets the income requirements above, but who is a member of a family whose income exceeds the above requirements;
3. Individuals who are basic skills deficient, defined as individuals who:
  - a. Lack a high school diploma or its equivalent, and is not enrolled in secondary education; or
  - b. Scores 8.9 or below on the TABE assessment; or
  - c. Are enrolled in WIOA Title II Adult Education; or
  - d. Have poor English language skills; or
  - e. Whose case manager makes observations of deficient functioning and records those observations as justification in a case note.

## 2.10: Challenges Workforce System Faces

During PY 2020, Indiana, like many other states, was getting a first look at post pandemic conditions and working to understand what the long-term economic impact of the pandemic would be. While Indiana is closer to pre-pandemic unemployment rates, DWD knows that much about how Hoosiers go to work, find work, and connect in the workplace has changed. The need to be able to connect virtually and deliver workforce services is imperative, especially should Indiana see another pandemic. While Indiana is well on its way to providing virtual tools to support these efforts, DWD realizes that many Hoosiers throughout the State do not have the resources needed to access virtual services. This remains a challenge that Indiana’s workforce system faces. DWD envision working to bridge this gap by leveraging WIOA and other partners who also may be serving the same participants to deliver greater client centric case management.

Additionally, alignment of skills to business needs was a challenge further exasperated by the COVID-19 pandemic. DWD found businesses needing to shift the skill sets of workers to maintain safety and continue to produce or deliver their products or services in times of reduced employee levels. To continue to address this, Indiana doubled down on our investment in our Next Level Jobs Initiatives for Hoosiers and Hoosier businesses. This allowed Hoosiers who needed to quickly re-tool their skills access to free training and businesses who need to quickly upskill their workers to adjust to new conditions access to funding to achieve this.

While Indiana’s workforce systems have been impacted in both the short and long-term by the pandemic, Indiana stands ready to meet each of these challenges with innovative solutions to keep Hoosiers employed and Hoosier businesses thriving.

## 2.11: Strategies/policies relating to PFP contracting Performance Accountability System

DWD did not have any reported expenses from its regional workforce development boards for Pay-for-Performance in PY 2020.

## Success Story: Yewande Oyediran



Yewande Oyediran was working in a warehouse and searching for a better job when she learned about the Workforce Ready Grant from her sister.

The grant is administered by the Indiana Department of Workforce Development (DWD) and pays the tuition and fees for eligible high-value certificate programs at Ivy Tech Community College, Vincennes University, Indiana Institute of Technology, or other approved providers.

Oyediran chose the Certified Clinical Medical Assistant (CCMA) program, which consisted of a six-month class and one-month externship at the Eskenazi Health Center Pecar. She currently works at Eskenazi Hospital near downtown Indianapolis.

“If the (Workforce Ready Grant) program didn’t exist, I might still be at the warehouse struggling to put money together to go to school,” Oyediran said. “College is very costly. But thanks to this program, I’m able to move to the next level of my life.”

Oyediran’s mother, before she died, was a nurse in Nigeria. And her sister is a nurse at Ascension St. Vincent Hospital, piquing Oyediran’s interest in the health care field.

She completed her medical training at Hardon Educational Institute, an independently owned health care training facility based in Indianapolis.

“All of the things we needed for school were provided; we didn’t need to pay a dime” Oyediran said. “The instructors were amazing. I am happy, and I will keep on telling people about this program.”

## Success Story: Mary Mapp-Moody

Mary Mapp-Moody is an U.S. Army veteran who sought out the Jobs for Veterans State Grants (JVSG) program after being out of the workforce for several years.

Mapp-Moody spent three years in the military and, afterward, toured Europe as a singer entertaining troops on USO tours. She also was a flight attendant for United Airlines and even earned two college degrees.

But she ultimately sought the assistance of a Disabled Veterans’ Outreach Program (DVOP) specialist to help her return to the workforce. The JVSG program is administered by the Indiana Department of Workforce Development, with WorkOne centers throughout the state assisting Hoosier veterans with their transition from the service to civilian life.

Mapp-Moody has worked since December 2020 at the WorkOne office in Indianapolis as a customer service representative and recently received a promotion, with the help of DVOP Specialist Josh McDonald, who also works at the location.

“I do believe that the JVSG program does work; I’m a testament that it does,” Mapp-Moody said. “Being of a certain age and being out of the workforce for so long, I was kind of nervous that no one would want to hire me.”

McDonald assists veterans like Mapp-Moody by understanding their barriers, helping to overcome them, and getting them on a path to meaningful employment.

“I want to give them the best help and the most successful outcomes as possible,” he said. “I’m there to be a coach and a mentor.”

Mapp-Moody can attest to that, saying, “Joshua held my hand and pushed me and guided me and did everything he could possibly do to make sure I got this job.”





# **Appendix A:**

## **Waivers**

**U.S. Department of Labor**

Assistant Secretary for  
Employment and Training  
Washington, D.C. 20210



June 23, 2020

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 requests 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. The waiver requests were received March 31, 2020, as part of your recent WIOA State Plan submission. This letter provides the Employment and Training Administration's (ETA) official response to your requests 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: The State is requesting a waiver of the state workforce development board membership requirements at WIOA Section 101(b)(1) and (c) and the corresponding regulations at 20 CFR 679.110(b)-(c).

ETA Response: The State is requesting a waiver to substitute the WIOA state board membership requirements with alternate requirements. The State affirms that this waiver will streamline board size, increase coordination between employers and state government, and improve board accountability. 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. Therefore, ETA approves this waiver through June 30, 2022.

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) and calculation of the local area expenditure for each local area.

ETA Response: ETA approves for Program Years (PYs) 2019 and 2020, which includes the entire time period for which states are authorized to spend PY 19 and 20 funds, the State's request to waive the requirement that the State expend 75 percent of Governor's reserve youth funds on 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. The State may lower the expenditure requirement of Governor's reserve to 50 percent for OSY.

In addition, ETA conditionally approves for PYs 2019 and 2020, which includes the entire time period for which states are authorized to spend PY 19 and 20 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. Prior to implementation of this waiver, the State must update its waiver request to include projected quantifiable outcomes (i.e., for the core indicators under WIOA or shorter-term state-defined indicators) for WIOA youth served under the waiver. 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- and out-of-school youth) will remain steady or increase for the majority of the WIOA Youth performance indicators. The State is also approved to calculate the lowered 50 percent expenditure rate at the State level instead of individually for each local area.

Requested Waiver: Waiver to expand the use of funding under the Trade Adjustment Assistance (TAA) for Workers Program to be used for reemployment for workers affected by foreign trade and those workers needing training to prepare for automation under the Trade Act of 1974, and The Trade Adjustment Assistance Reauthorization Act of 2015. Additionally, the State requests to waive the Department's recapturing of unexpended TAA funds and allow unexpended funds to be utilized for retraining for transitions to automation for employers.

ETA Response: ETA is unable to approve this request, as it falls outside of the Secretary's waiver authority. The Secretary's waiver authority extends only to WIOA Title I, Subtitles A, B, and E, and Sections 8–10 of the Wagner–Peyser Act and may not be applied to TAA.

Requested Waiver: Waiver of the Supplemental Nutrition Assistance Program (SNAP) regulations at 7 CFR 273.7(e)(1)(viii) which require 90-day retention services in order to increase retention services to 365-days under SNAP.

ETA Response: ETA is unable to approve this request, as it falls outside of the Secretary's waiver authority. As noted, the Secretary's waiver authority extends only to WIOA Title I, Subtitles A, B, and E, and Sections 8–10 of the Wagner–Peyser Act and may not be applied to SNAP.

The State must report its waiver outcomes and implementation of the approved waiver 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. The Department proposed additional flexibility in its budgets for Fiscal Years 2018 through 2021 to give governors more decision-

making authority to meet the workforce needs of their states. If you have questions, feel free to contact my office at (202) 693-2772.

Sincerely,

A handwritten signature in blue ink, appearing to read "John Pallasch".

John Pallasch

cc: P.J. McGrew, Executive Director of the Governor's Workforce Cabinet  
Christine Quinn, Chicago Regional Administrator, ETA  
Steven Scott, Federal Project Officer, ETA



JUN 07 2018

The Honorable Eric J. Holcomb  
Governor of Indiana  
State House, Second Floor  
Indianapolis, Indiana 46204

Dear Governor Holcomb:

Thank you for your request of a waiver of statutory and regulatory provisions of the Workforce Innovation and Opportunity Act (WIOA), submitted on March 23, 2018 (copy enclosed). This letter provides the U.S. Department of Labor (Department), Employment and Training Administration's (ETA) official response to the State's request, and memorializes that Indiana will meet the outcomes and implement the measures identified 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: Indiana is requesting a waiver of the State Workforce Development Board (SWDB) membership requirements at WIOA Sec. 101(b)(1) and (c) and the corresponding regulations at 20 CFR 679.110(b)-(c).

The State of Indiana is requesting a waiver to substitute the WIOA State Board membership requirements with the requirements promulgated in Indiana Senate Enrolled Act 50, which created the Governor's Workforce Cabinet. The State affirms that this waiver will streamline board size, increase coordination between employers and state government, and improve board accountability. 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. Therefore, ETA approves this waiver for Program Years 2018 through 2020 (July 1, 2018 through June 30, 2020).

Due to WIOA's emphasis on alignment and coordination among multiple programs to improve effectiveness of services, ETA encourages the Governor's Workforce Cabinet to continue to actively engage in WIOA implementation with State Board membership groups that are no longer represented.

The ETA Chicago Regional Office is available for further discussion and to provide technical assistance to the State to support achieving its goals. Should you have questions or wish to explore additional flexibility, feel free to contact the State's Federal Project Officer, Steven Scott, at (312) 596-5439 or [scott.steven@dol.gov](mailto:scott.steven@dol.gov).

Sincerely,



Rosemary Lahasky  
Deputy Assistant Secretary

Enclosure

cc:

Daniel O. Lopez, Deputy Chief of Staff, Office of Governor Eric J. Holcomb  
Christine Quinn, Chicago Regional Administrator, Employment and Training Administration  
Steven Scott, Federal Project Officer, Employment and Training Administration





STATE OF INDIANA  
OFFICE OF THE GOVERNOR  
State House, Second Floor  
Indianapolis, Indiana 46204

Eric J. Holcomb  
Governor

March 23, 2018

The Honorable R. Alexander Acosta, Secretary of Labor  
United States Department of Labor  
200 Constitution Ave. NW  
Washington, DC 20210

Dear Secretary Acosta,

I write to respectfully request that Indiana be granted approval of a waiver on the membership of the state workforce development board under the Workforce Innovation and Opportunity Act.

As outlined in TEGL WIOA NO. 27-14, the U.S. Department of Labor encourages governors to take a broad and strategic view when appointing members of the state board. I have worked closely with state employers, legislators, state agencies, and other key stakeholders to determine a structure for the state workforce development board that would most benefit Hoosiers. Never before has Indiana succeeded in bringing our departments of education, workforce development, and economic development together with employers and our postsecondary training institutions with the authority to drive real implementation across our workforce system. This is what we need to align our state and federal workforce systems and more holistically meet the needs of those seeking training and employment opportunities.

During the 2018 Legislative Session, the Indiana General Assembly created the Governor's Workforce Cabinet and designated it with the responsibilities of the state workforce board and the authority to direct state agencies to address our workforce needs. Additionally, this streamlined cabinet will be chaired by one of my most senior staffers who will report directly to me. The attached waiver request outlines the structure I believe will best serve Hoosiers, and your immediate approval, even as you assess our request, will enable our team to continue ongoing work.

If you have any questions or would like to discuss this further, please contact me or the chair of the Governor's Workforce Cabinet, Danny Lopez, at [dalopez@gov.in.gov](mailto:dalopez@gov.in.gov). We appreciate your consideration of this request and look forward to a quick and positive response.

Sincerely,

A handwritten signature in black ink that reads "Eric Holcomb". The signature is stylized, with the first letters of the first and last names being capitalized and prominent.

Eric J. Holcomb  
Governor

## **WAIVER REQUEST STATE OF INDIANA**

### **Waiver of State Workforce Board Membership**

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

State Workforce Development Board Membership and Establishment

Workforce Innovation and Opportunity Act (WIOA) Title I Subsection A Chapter 1 Section 101 (b)(1) – State workforce development boards: requirement to appoint specific members to the board described in section 101(b). The membership of the new Governor's Workforce Cabinet may be found in Appendix 1.

This waiver will grant Indiana the flexibility to better align our state and federal workforce systems as follows:

- A true vision for workforce development driven by the Governor with input from employers across the state;
- Implementation of thoughtful strategies across state agencies;
- Better collaboration between state government and employers;
- Better collaboration between state leaders and local partners; and
- Better incentives for local partners and providers to get more Hoosiers into training and work.

### **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 Governors 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, and waterways. These qualities have made Indiana a model for the nation. Coupled with continual improvements in our K-12 system and our world-class network of nationally-acclaimed colleges and universities, Indiana is building a pipeline for sustainable success.

Our economy continues to evolve, however, and while our reliance on manufacturing remains an important competitive advantage, it simultaneously embodies our most pressing challenge. Manufacturing jobs increasingly demand higher and higher competencies, and coupled with the blossoming of our technology, biolifesciences, and aerospace defense industries, Indiana's economy is straining a labor force that increasingly lacks the skills needed to remain competitive in the 21<sup>st</sup> century.

According to the Lumina Foundation, only 41.9 percent of working-age people in Indiana have attained a high-value certificate or degree. 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. Employers repeatedly point to growing demand, and education and training programs not only must operate with the same sense of urgency but must truly be in sync with the current and future workforce needs of their individual regions.

It is for precisely that reason that Governor Holcomb designed, and the Indiana General Assembly overwhelmingly codified, the new approach for which we seek this waiver. Never before has Indiana succeeded in bringing our departments of education, workforce development, and economic development together with employers and our postsecondary training institutions with the authority to drive real implementation. Moving from a 46-member state workforce board to a 21-member, employer-driven cabinet reporting directly to the Governor enables us to do just that. This way, we can ensure collaboration across State agencies while preserving the tenets of local control and employer guidance central to the spirit of the Workforce Innovation and Opportunity Act.

We must have a workforce system that fosters stronger collaboration among local governments, local workforce boards, various state agencies, and employers all across Indiana. Our model must facilitate the right incentives and corresponding support structures that give local workforce leaders the tools they need to move more Hoosiers toward employment. Conversely, it must challenge local employers, schools, and postsecondary institutions to engage and be responsible to support their own communities. In short, this must be an all-hands-on-deck approach, and the state must have the organizational structure in place to effectively guide implementation.

Our approach to the delivery and synchronization of our workforce preparation systems must evolve. With one of the nation's lowest unemployment rates and a labor participation rate above the national average, we must implement a model that not only seeks to perfect our traditional workforce development programs but aligns those programs with resources and strategies that truly cut across the missions of so many State agencies. 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.

The gaps these Hoosiers face are set against the backdrop of increased need by employers. Job creators in Indiana continue to clamor for more workers across skill levels, and the number of unfilled jobs is approaching 100,000. Underemployment rather than unemployment remains a critical concern for both families and employers, and these workforce challenges are truly a threat to the incredible socioeconomic gains we have made for years.

We must have the structure in place that allows us to more collaboratively and strategically use state and federal resources from across agencies in Governor Holcomb's Administration to tackle this multi-faceted challenge.

## **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. The bill creates the Governor's Workforce Cabinet to comply with the federal requirements for a state 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).

We have worked closely with state employers, legislators, state agencies, and other key stakeholders to create a structure for the state workforce development board that would most benefit Hoosiers. This flexibility is critical to better aligning our state and federal workforce systems, provide greater opportunity to more vulnerable and displaced Hoosiers, and meet employer workforce demands as our economy continues to evolve.

The Governor's Workforce Cabinet will be focused on accomplishment, not activity. Many of these objectives speak directly to the policy priorities laid out by the United States Department of Labor.

#### **Goal: Setting a single vision for workforce policy**

Bringing the cabinet under the Governor's Office and appointing one of the Governor's senior leaders as Chairman ensures real synergy among state agencies charged with implementing our workforce programs. Indiana has struggled to bring the many departments that serve working-age Hoosiers together under an action-oriented mission, as previous attempts have resulted largely in recommendations and reports. With the weight of the Governor's office behind it, the cabinet will direct each agency to work toward a unified set of goals for workforce policy, using existing data and ongoing assessment to determine and act upon changes can be immediately operationalized.

#### **Goal: Identifying wrap-around solutions to break silos across resources**

One of the challenges local workforce boards face is the inability to deliver outside-the-box solutions for their most vulnerable populations in the face of decreasing federal funding streams. The structure of the Governor's Workforce Cabinet allows employers and workforce leaders to identify potential new resources for local boards, incentive new outcomes and more meaningful metrics, and foster region-wide collaborations to better serve prospective employees grappling with substance abuse addiction, housing issues, and more.

#### **Goal: Increase accountability at the state, local, and service-provider levels**

The Governor's Workforce Cabinet will assess and align the state and federal resources for workforce training in a holistic way, and allow state agencies and education and training providers to move away from a compliance mindset to an action-oriented one. Currently, the state workforce board serves primarily as an advisory committee for WIOA programs and services. The Governor's Workforce Cabinet, rather, has been tasked with identifying existing state and local roadblocks facing Hoosiers seeking meaningful training and employment, designing policy to address them, and ensuring solutions are operationalized at the agency level.

### **4. Projected Programmatic Outcomes Resulting from Implementation of the Waiver:**

The new state workforce board structure provides better support for true employer engagement. The composition of the Governor's Workforce Cabinet provides an opportunity to hear from and provide solutions to employers in Indiana's key sectors. The new cabinet also allows for a better

The waiver request will be published for a period of three weeks on the public websites maintained by the Indiana Department of Workforce Development, allowing for public comment on its content and impact.

A copy of the waiver will be available for public inspection at the Indiana Department of Workforce Development offices and electronic copies of the waiver will be sent via e-mail to local boards and one-stop operators.

## **APPENDIX 1: Governor's Workforce Cabinet Membership**

The membership of the newly-established Governor's Workforce Cabinet established 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 superintendent of public instruction.
- (7) The president of Ivy Tech Community College.
- (8) The president of Vincennes University.
- (9) 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.
- (10) 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.
- (11) A member representing manufacturing appointed by the governor in consultation with the Indiana Manufacturers Association.
- (12) A member representing a minority business enterprise appointed by the governor.
- (13) A member representing a women's business enterprise appointed by the governor.
- (14) A member representing a veteran owned business appointed by the governor.
- (15) 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.
- (16) A business owner appointed by the governor in consultation with the Indiana Chamber of Commerce.
- (17) A small business owner appointed by the governor in consultation with the National Federation of Independent Businesses.
- (18) A member of a community-based organization appointed by the governor.
- (19) 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.
- 20) Any additional members designated and appointed by the governor.
- (b) The members appointed under subsection (a)(11) through (a)(19) must be geographically diverse.



connection among employers, local workforce boards, state agencies whose constituent populations overlap with those served by WIOA, and statewide education and training providers. Duties of the cabinet include but are not limited to:

- Perform the duties as set forth in WIOA;
- Advise the governor on the coordination of federal, state, and local education and training programs and the allocation of state and federal funds in Indiana to promote effective services, service delivery, and innovative programs;
- Work with local workforce development boards;
- Design for implementation a comprehensive career navigation and coaching system;
- Conduct a complete review, analysis, and evaluation of workforce funding; and
- Direct the appropriate state agencies to implement changes to the delivery of workforce programs and make recommendations to the Governor and legislature.

#### **5. Individuals, Groups or Populations benefiting from the Waiver:**

Local Boards will benefit from greater connectivity to state government and the Governor's office, defined goals and clarity of mission, and the opportunity to access resources that may be available through a variety of state agencies.

Individuals will benefit from state and federal resources more strategically and cohesively dedicated to moving them into meaningful training and quality jobs. Individuals will have the support they need to move into sustainable employment.

#### **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 Governor's Workforce 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:**

This waiver request will not have a direct impact on the local workforce development boards. We will provide a letter to all local workforce boards notifying them of the state board membership changes, and the chair of the Governor's Workforce Cabinet will meet with all local executive directors. The membership of the Governor's Workforce Cabinet will be included in the updated state plan, which will be resubmitted for public comment.



AUG 01 2018

The Honorable Eric J. Holcomb  
Governor of Indiana  
State House, Second Floor  
Indianapolis, Indiana 46204

Dear Governor Holcomb:

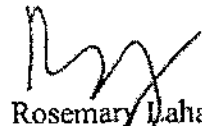
Thank you for your waiver request of certain statutory and regulatory provisions of the Workforce Innovation and Opportunity Act (WIOA), and the accompanying plan to improve the statewide workforce development system, submitted as part of your WIOA State Plan modification on May 9, 2018 (copy enclosed). This letter provides the Employment and Training Administration's (ETA) official response to the State's 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 Waivers: Waivers associated with the requirement at WIOA Section 129(a)(4)(A) and 20 CFR 681.410 that states and local areas expend 75 percent of all Governor's reserve and local formula youth funds on out-of-school youth (OSY).

The State's request to waive the requirement that states and local areas expend 75 percent of all Governor's reserve and local formula youth funds on OSY is approved. 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. Therefore, ETA approves the requested waivers for Program Years (PYs) 2018 and 2019 (July 1, 2018 through June 30, 2020). Indiana may lower the target rate for Governor's reserve and local youth funds to 50 percent.

ETA is also available for further discussion and to provide technical assistance to the State to support achieving its goals. The Department of Labor proposed additional flexibility in its Fiscal Year 2019 Budget to give governors more decision-making authority to meet the workforce needs of their states. If you have questions or wish to explore additional flexibility, feel free to contact my office at (202) 693-2772.

Sincerely,



Rosemary Lahasky  
Acting Assistant Secretary

Enclosure

cc:

Frederick Payne, Commissioner, Indiana Department of Workforce Development  
Christine Quinn, Chicago Regional Administrator, Employment and Training Administration  
Steven Scott, Federal Project Officer, Employment and Training Administration

## Indiana

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)(1)(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 the following waivers to this statutory and regulatory provision:

1. 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.
2. 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).
3. 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.

### Background

Indiana's high school graduation rate has been trending at 89 percent for over four years, however, most recently, seeing a decrease to 87 percent for the Class of 2017. According to 2015 data from the Indiana State Department of Health, youth who graduate high school are more likely to be employed, tend to earn higher incomes, and tend to enjoy better health than those who do not earn a high school diploma.

According to the 2018 Indiana Kids Count Data Book, 54 percent of Indiana employers do not believe students are adequately prepared for the workforce, and 47 percent left jobs unfilled in the past year due to underqualified applicants. Employers cite critical thinking, responsibility, self-discipline, communication and teamwork as the most crucial employability skills in today's job market.

Indiana currently has a 600 to one student to school counselor ratio, and each year, counselors are being asked to administer additional job duties that do not allow them the opportunity to counsel students on life after high school. To combat these issues and increase the state's graduation rate, the Indiana General Assembly committed state funds in the 2014 and 2016biennium budgets to dropout prevention funding, which allowed the Indiana Department of Workforce Development to double its high-quality dropout prevention program. However, this funding is not guaranteed in future years to sustain and expand program activities, but can be coupled with formula funds to create a robust dropout prevention and re-engagement program designed to assist Indiana's most at-risk youth.

This waiver is consistent with our Governor's vision to cultivate a strong and diverse economy and develop a 21<sup>st</sup> Century skilled and ready workforce. Specific to these broad goals, the Governor is working to align workforce and education programs with goals of student matriculation into college or credential programs or skills to go directly into a quality job, create

career pathways for high school students that prepare them for post-secondary options such as apprenticeships and work-based learning experiences, and connect the Department of Education to in-demand industry employer partners.

The above waiver requests will result in increased partnership and collaboration between the Department of Workforce Development, its Workforce Development Boards, local school districts, parents, families and communities, post-secondary institutions, public and private organizations and local employers to support our Hoosier youth and build a strong talent pipeline.

#### Waiver Goals and Outcomes

Goal: Increase services to at-risk youth in our local schools and communities, despite their educational status.

Expected Outcome: Approval of this waiver request will allow the state and local areas to focus funds and services on engaging at-risk, in-school youth to persist in their educational goals. It is much more cost-effective to keep youth enrolled in school and engaged in a career pathway, which in the long run, can secure quality jobs in in-demand careers.

48 percent of Indiana students are considered low-income in schools, accessing free and reduced price lunches. The requested waiver will allow Indiana's Department of Workforce Development to engage local schools in a collaborative process designed to connect these low-income youth to community resources and high quality educational and career exploration opportunities.

Goal: Increase support and funding for high quality dropout prevention programming.

Expected Outcome: Recent data for scalable dropout prevention programs demonstrate graduation rates at 95 percent or above, with placement into full-time employment and/or post-secondary education rates at 89 percent. These outcomes are noteworthy, as students engaged in existing dropout prevention programs are considered "at-risk" and frequently face multiple barriers, including those who are pregnant and/or parenting, low academic performance, lacking in maturity or motivation, special education certified or has a physical or emotional disabilities, repeated grades in high school, limited English proficiency, are currently or have previously been connected to foster care or the juvenile justice system, and those with family environments not conducive to educational or career goals, including single parent households and households with chronically unemployed parents or uneducated parents.

Goal: Supporting students in school through successful graduation and transition into post-secondary education and employment.

Expected Outcome: A critical component of a youth's success is the connectivity and continuity of high-quality dropout prevention programs that both address high school graduation and transition into further education and/or employment. One of the hallmarks the Workforce Innovation and Opportunity Act is the crucial follow-up service. Providing continued follow-up services and supports for at-risk youth who graduate high school as they transition will only increase performance metrics related to employment rate, credential attainment and median earnings, as they work to increase persistence and retention.

Approval of this waiver will provide greater opportunity for youth to complete high school and continue on a pathway toward multiple career and educational opportunities, including

apprenticeship programs, short-term certificates, associate's or bachelor's degrees, and sustainable employment.

Goal: Improved flexibility of state, local and statewide activities funding to best meet the needs of our citizens and businesses.

Expected Outcome: Approval of this waiver will allow for innovative strategies to address barriers facing at-risk youth on an individualized basis and encourage innovative strategies to address student retention, engagement, transition and successful outcomes. This waiver will also improve the ability of the Workforce Development Boards to develop strategies to align with the workforce and economic needs of their local areas and to design these programs to meet the needs of their youth.

#### Alignment with Department Policy Priorities

The WIOA encourages strong partnerships to leverage resources and increase opportunities for youth. In the past year, Indiana has appointed a Secretary of career connections and talent and established the Governor's Education to Career Pathway Cabinet, with heads of Indiana's Department of Workforce Development, Department of Education and Commission for Higher Education. Their focus will be to better connect all agencies in an effort to assist youth, including at-risk youth, in leveraging resources and aligning successful program models that lead to student persistence, retention and completion.

#### Individuals Impacted by the Waiver Request

Indiana's at-risk young adult population, American Job Centers (AJC) and subcontracted service provider staff, employers, parents and school counselors will benefit from the waiver, if approved.

#### Monitoring Progress and Implementation

Annual WIOA on-site programmatic reviews will include an evaluation of how local waivers are being utilized to ensure programmatic goals and outcomes are being met.

DWD's Youth Initiatives team conducts monthly case management system "desktop" monitoring as it creates programmatic reports reviewing funding streams, enrollments, services and follow-up data. Additionally, the Youth Initiatives team conducts quarterly meetings with local Workforce Development Board Youth Directors to review reports and programmatic progress. Following approval of the waiver, if granted, DWD's Youth Initiatives team will conduct local on-site reviews to discuss in-school and out-of-school youth programs and expenditure plans with each service area. These strategies ensure that the goals described above, as well as those outlined in the existing state and local WIOA plans, are consistent with objectives of the WIOA, and federal and state regulations.

#### Notice to Local Boards and Public Comment

In preparation for the State Plan amendments, DWD requested feedback/input from Regional partners regarding waivers. Feedback/input was gathered by email request in December of 2017 and again during a face to face meeting with all Regional Executive Directors in January 2018. All parties were notified that any waiver request would be submitted via the State Plan



amendment process and this process would allow for further feedback from the Regional partners as well as the general public during the public comment period.

The draft state plan was posted on the core partners' websites and notice was sent out broadly that the plan was open for public comment. Four meetings (three physical and one call in) were held throughout the state, coordinated by the core partners, to take live public comment. The State Board created a WIOA Implementation taskforce on July 23, 2015. The taskforce was made up of the core partners, employers, education and training providers and other stakeholders. One of the duties of the taskforce was to oversee the development, implementation, and modification of the State plan.

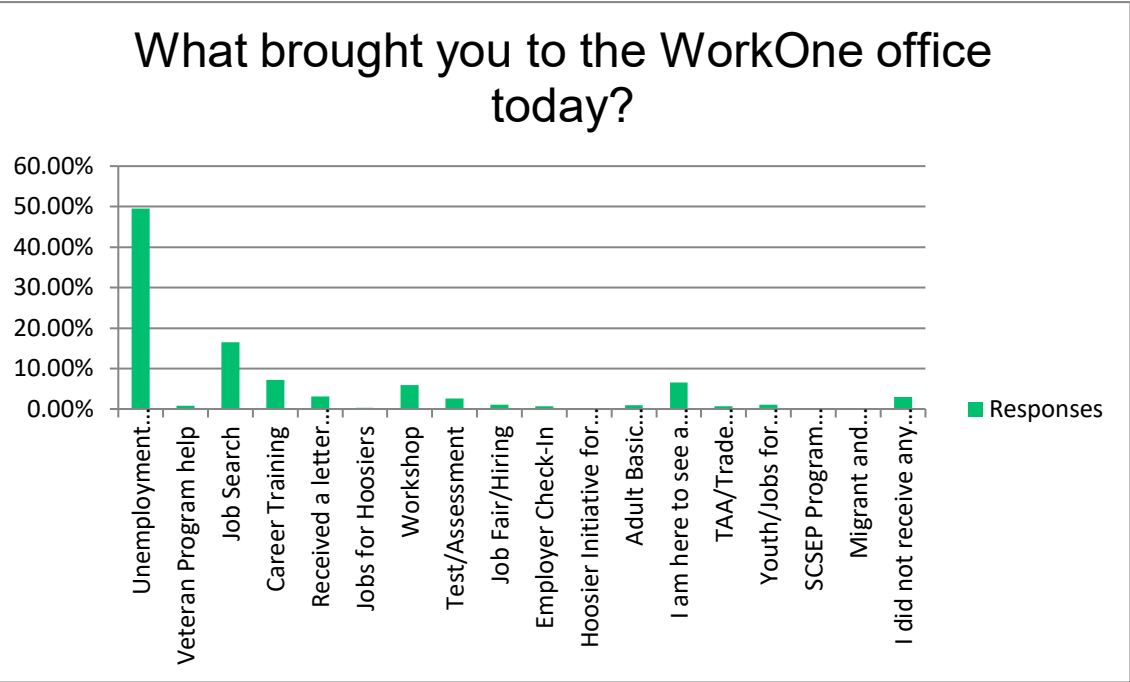
# **Appendix B:**

# **Employer & Customer**

# **Surveys**

WorkOne Customer Satisfaction Survey 2021-July 1, 2020 thru June 30, 2021  
What brought you to the WorkOne office today?

Answer Choices	Responses	
Unemployment insurance claim assistance	49.52%	8275
Veteran Program help	0.78%	130
Job Search	16.45%	2748
Career Training	7.15%	1194
Received a letter (Such as RESEA)	3.10%	518
Jobs for Hoosiers	0.34%	57
Workshop	5.88%	982
Test/Assessment	2.60%	435
Job Fair/Hiring	1.09%	182
Employer Check-In	0.63%	105
Hoosier Initiative for Re-Entry (HIRE)	0.00%	0
Adult Basic Education (ABE)	0.92%	154
I am here to see a specific staff member.	6.52%	1090
TAA/Trade Adjustment Assistance	0.74%	123
Youth/Jobs for America's Graduates (JAG)	1.11%	185
SCSEP Program (Senior Employment)	0.08%	13
Migrant and Seasonal Farm Worker Program (MSFW)	0.07%	11
I did not receive any additional services today.	3.04%	508
Answered		16710
Skipped		0



WorkOne Customer Satisfaction Survey 2021  
How satisfied are you with your experience at the WorkOne Center today?

Answer Choices	Responses	
Extremely satisfied	64.42%	9555
Very satisfied	28.65%	4250
Somewhat satisfied	5.04%	747
Not so satisfied	1.05%	156
Not at all satisfied	0.84%	124
Answered		14832
Skipped		1878

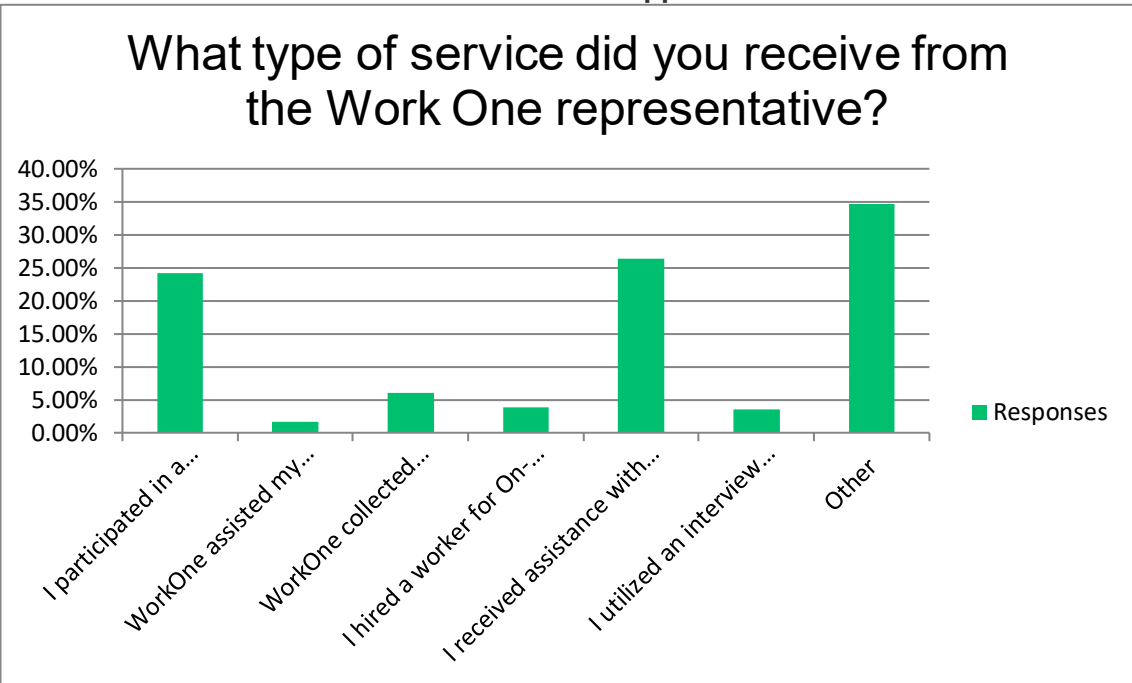
Overall Satisfaction 98.11%



Employer Satisfaction Survey 2021-July 1, 2020 thru June 30, 2021

What type of service did you receive from the Work One representative?

Answer Choices	Responses	
I participated in a WorkOne job fair event	24.13%	76
WorkOne assisted my company with a Rapid Response event	1.59%	5
WorkOne collected applications for my open position	6.03%	19
I hired a worker for On-The-Job training (OJT)	3.81%	12
I received assistance with posting my open position in Indiana Career Connect	26.35%	83
I utilized an interview room at the WorkOne	3.49%	11
Other	34.60%	109
If "other", please specify		106
	Answered	315
	Skipped	0

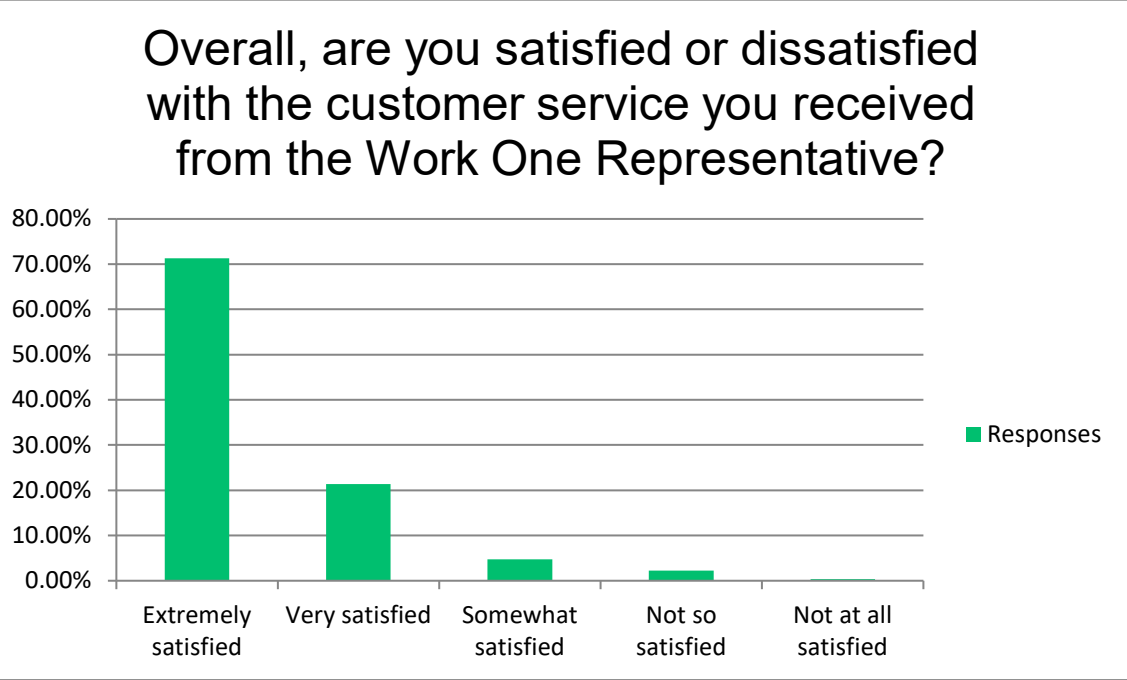


Respondents	Response Date	If "other", please specify	Tags
1	Jun 29 2021 04:45 PM	Just beginning process	
2	Jun 21 2021 11:49 AM	Region 7 Brad Truslar emailed me information on next level jobs and will assist employer filling it out. Much appreciated	
3	Jun 16 2021 02:27 PM	Cindy was very cordial and inspiring	
4	Jun 16 2021 02:26 PM	Cindy was very	
5	Jun 14 2021 08:44 PM	Met him at a Stand Down	
6	Jun 14 2021 03:36 PM	D26 Health Science Career Hiring Event	
7	Jun 08 2021 12:17 PM	Participant in virtual job fair.	
8	Jun 01 2021 04:20 PM	Resource info regarding job fair.	
9	May 28 2021 04:06 PM	Hired Austin Anderson	
10	May 24 2021 06:43 PM	Work One representative invited by business to be a potential employer for veterans.	
11	May 20 2021 02:18 PM	Job fair for Elwood recruiting for Honda	
12	May 19 2021 02:27 PM	I reached out regarding Next Level Training	
13	May 12 2021 02:27 PM	I asked a question. Brad promptly answered it. Thanks!!	
14	May 07 2021 02:16 PM	Wage and Benefit Survey	
15	Apr 30 2021 10:18 AM	Website	
16	Apr 28 2021 02:45 PM	WorkOne assisted my company with a Hiring Event.	
17	Apr 26 2021 05:26 PM	I scheduled a job fair	
18	Apr 21 2021 10:32 AM	Dropped off flyers and spoke with Brad about having a virtual Job Fair	
19	Apr 19 2021 03:05 PM	Strategy and regional data	
20	Apr 08 2021 03:22 PM	Wage Survey / Benchmarking	
21	Apr 06 2021 11:54 AM	Vet Rep Information	
22	Apr 02 2021 07:22 AM	Met with representatives to see how the can help improve the quality of applications and finding the right employees for the right positions	
23	Apr 01 2021 04:44 PM	Hired a veteran that already had experience	
24	Apr 01 2021 04:43 PM	Hired a veteran that already had experience	
25	Apr 01 2021 10:27 AM	I registered for an employer account last night. My representative called me this morning to help me finish that process.	
26	Mar 30 2021 03:41 PM	Securitas Anderson Hiring Event 3-23-21	
27	Mar 24 2021 01:42 PM	Discussed the WorkOne program and other incentives for a large project	
28	Mar 17 2021 09:16 AM	Supplied job opening information	
29	Mar 15 2021 11:30 AM	Needed information complied on my county and received it within 10 minutes	
30	Mar 11 2021 08:37 AM	salary survey for a job	
31	Feb 27 2021 12:28 AM	Testing	
32	Feb 10 2021 10:40 AM	Asked Brad Truslar a question and he stuck with it until an answer was found. Thanks!	
33	Feb 08 2021 12:25 PM	very friendly and responsive	
34	Jan 21 2021 02:29 PM	I consult with businesses that utilize Work One services.	
35	Jan 15 2021 03:55 PM	Received information on wage study	
36	Jan 11 2021 04:31 PM	Jo opportunities	
37	Jan 08 2021 10:08 AM	Job Listing for our clients!	
38	Jan 07 2021 03:20 PM	Provided direction on social security in conjunction with unemployment benefits.	
39	Jan 06 2021 01:00 PM	I am a barber college. in laporte i teach barber milady 5 addition.	
40	Jan 06 2021 09:52 AM	Established Relationship	
41	Dec 31 2020 11:31 AM	I discussed the possibility of training and hiring Veterans for my company with Sam.	
42	Dec 28 2020 02:50 PM	data from WorkOne	
43	Dec 27 2020 11:56 PM	NEXT Level	
44	Dec 23 2020 11:34 AM	next level traininginvoice	
45	Dec 21 2020 03:52 PM	WorkOne has helped me recruit for production positions	
46	Dec 21 2020 01:43 PM	Responded well providing introductory information!	
47	Dec 18 2020 09:25 AM	Posting for the Indiana Department of Corrections Hiring Events in Jan.	
48	Dec 15 2020 01:00 PM	Candidate search on Indians Career Connect	
49	Dec 10 2020 03:59 PM	shared flyer for upcoming CDL hiring event	
50	Dec 09 2020 03:40 PM	Referral	
51	Dec 09 2020 03:31 PM	utilize their services and space at times for VR participants	
52	Dec 04 2020 01:41 PM	Nursing board and prep	
53	Dec 04 2020 12:00 PM	Labor market information	
54	Dec 04 2020 11:59 AM	Next Level Jobs	
55	Dec 04 2020 11:58 AM	Invoice for training reimbursement	
56	Dec 04 2020 11:56 AM	received help with the training reimbursement	
57	Dec 02 2020 10:44 AM	Work One was a host agency for 3 of Aarp/Scsep participants. It provided a safe work/training environment.	
58	Dec 02 2020 02:23 AM	I will be taking pre-employment testing, Rosa Ramos was outstandingly helpful & kind!	
59	Dec 01 2020 07:27 PM	Sent our available jobs to this work one site and within minutes I received a response and they posted our jobs on Facebook and sent our openings to their team to expedite getting the word out.	
60	Dec 01 2020 06:01 PM	I will be taking pre-employment testing, Rosa Ramos was outstandingly helpful & kind!	
61	Nov 23 2020 11:17 AM	Work One work with us on Next Level Jobs Training Program	
62	Nov 19 2020 03:15 PM	Sally helped us setup our training 4.0 grant which enabled our company to provide training that we would not have been otherwise capable of providing.	
63	Nov 13 2020 02:53 PM	I received assistance with opening my Employer account to post job openings.	
64	Nov 05 2020 11:02 AM	Help with applying for Indiana Nextlevel Jobs grant	
65	Nov 05 2020 08:54 AM	Assistance with navigating the WorkOne system.	
66	Nov 04 2020 03:27 PM	They set up an account for by business.	
67	Nov 02 2020 02:39 PM	updates	
68	Nov 02 2020 12:27 PM	DWD 4.0 Training Grant	
69	Nov 02 2020 11:55 AM	We received a grant from Next Level Jobs to train our Water Operator Apprentices	
70	Nov 02 2020 11:55 AM	We received a grant from Next Level Jobs to train our Water Operator Apprentices	
71	Nov 02 2020 09:11 AM	I work with WorkOne on economic development/workforce development issues.	
72	Oct 27 2020 10:22 AM	None	
73	Oct 25 2020 01:44 PM	Group interview	
74	Oct 07 2020 02:05 PM	I was sent job postings every week.	
75	Oct 02 2020 06:15 PM	Provided weekly job listings to post on The Lintonian, an online publication focusing on Linton and surrounding areas	
76	Oct 01 2020 11:20 AM	Assisted with grant process for Employee Training	
77	Sep 29 2020 01:41 PM	Account set up	
78	Sep 29 2020 11:15 AM	Received next level job information	
79	Sep 23 2020 04:57 PM	Employer Training Grant from Next Level Jobs 3.0 and 4.0	
80	Sep 23 2020 03:23 PM	Employer Training Grant from Next Level Jobs 3.0 and 4.0	
81	Sep 22 2020 02:42 PM	I requested assistance from Mike Smith on unemployment. Mike responded very quickly!	
82	Sep 22 2020 02:21 PM	Assisted me in activating my account	
83	Sep 16 2020 01:09 PM	I utilized the Next level jobs program	
84	Sep 14 2020 04:44 PM	Assisted with filing Next Level Jobs application and invoice.	
85	Sep 14 2020 11:57 AM	Next Level Jobs Grant 2020	
86	Sep 11 2020 10:00 AM	Next Level Job info	
87	Sep 08 2020 03:59 PM	I was given information about return to work assistance	
88	Aug 24 2020 10:53 AM	I was sent weekly job openings via email to post at MCUM.	
89	Aug 17 2020 09:35 AM	Nancy informed me of a program that our organization may have interest in.	
90	Aug 12 2020 10:46 AM	I utilized the Next level jobs program	
91	Aug 05 2020 02:44 PM	Work One provided the necessary information for me to set up an account	
92	Aug 04 2020 03:37 PM	HIGHER EDUCATION GRANT INFO	
93	Aug 04 2020 10:25 AM	Help with a Next Level Jobs Grant.	
94	Aug 03 2020 09:33 AM	I was sent job postings every week.	
95	Jul 30 2020 03:34 PM	I utilized the Next level jobs program	
96	Jul 27 2020 10:58 AM	Next Level Job	
97	Jul 21 2020 04:16 PM	Phone interview on phone for with job and new skills	
98	Jul 19 2020 04:10 PM	Work One administers the Work Keys Assessments which is required for bargaining unit positions	
99	Jul 17 2020 11:38 AM	validating and activating employer account	
100	Jul 16 2020 12:59 PM	Help establishing account with Indiana Career Connect	
101	Jul 15 2020 04:45 PM	Job search assistance and medical coding course	
102	Jul 14 2020 02:35 PM	Work One forwarded veteran applicants for our open rail yard position	
103	Jul 10 2020 03:53 PM	WorkOne assisted me with validating my e-mail in order to create an account.	
104	Jul 08 2020 10:24 AM	Helping me through the grant process	
105	Jul 07 2020 12:35 PM	Helped with resume and cover letter	
106	Jul 06 2020 02:54 PM	First Class Job Search Help	

Employer Satisfaction Survey 2021

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

Answer Choices	Responses		Overall Satisfaction 97.46%
Extremely satisfied	71.34%	224	
Very satisfied	21.34%	67	
Somewhat satisfied	4.78%	15	
Not so satisfied	2.23%	7	
Not at all satisfied	0.32%	1	
Answered		314	
Skipped		1	

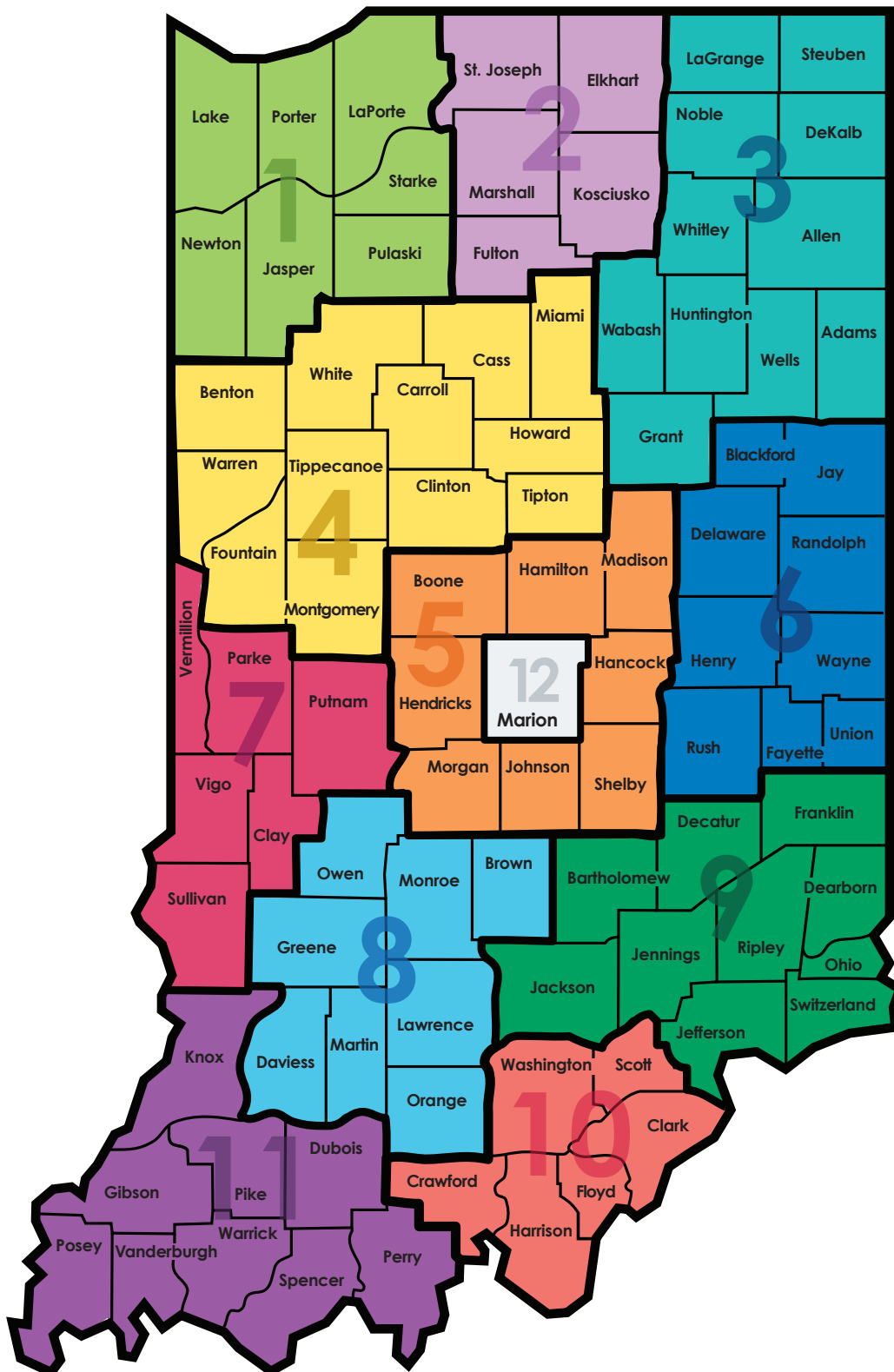


# **Appendix C:**

## **DWD Regional Map**



# DWD Regional Map





INDIANA  
DEPARTMENT OF  
**WORKFORCE**  
DEVELOPMENT

## About DWD:

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DWD serves the worker and the employer to ensure workplace success. DWD is committed to innovating and invigorating Indiana's economic future by providing WorkOne Career Centers, Unemployment Insurance, Labor Market Information, Regional Workforce Strategies and Professional Training. Through these services, DWD is able to develop a premier workforce that enables Indiana employers to flourish and entices businesses from outside our state to relocate to Indiana.

## Contact:

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Indiana Government Center South  
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Indianapolis, IN 46204



[www.DWD.IN.gov](http://www.DWD.IN.gov)